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ASSISTING THE RESTRUCTURING OF JORDAN ENTERPRISE CORPORATION

Final Report

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ASSISTING THE RESTRUCTURING OF JORDAN ENTERPRISE CORPORATION

FINAL REPORT

SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND
QUALITY (SABEQ)

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CONTENTS

	Data
Page.....	ii
Abstract.....	iii
Abbreviations and Acronyms.....	iv
Table of Contents.....	v
Executive Summary.....	7
New Mandate for Jordan Enterprise Corporation.....	7
 CHAPTER 1: Introduction.....	 9
1.1 Building the new Jordan Enterprise Corporation.....	9
1.2 Jordan Enterprise and its Clients.....	10
1.3 Other Agencies and Programs.....	11
1.4 Future Role for JE.....	12
1.5 The Restructuring Process.....	12
1.5.1 Strategic and Operational Plans.....	12
1.5.2 Agree Organization Structure and Staffing.....	12
1.5.3 Appointment of Senior Managers.....	12
1.5.4 Adequate Funding.....	13
1.5.5 Staff Salaries.....	13
1.5.6 Shared Vision.....	13
1.5.7 JE to Tap Into Technical Assistance.....	14
 CHAPTER 2: Development of A Strategy for Jordan Enterprise.....	 15
2.1 Economic Context.....	15
2.2 Setting out a Vision. Positioning of JE.....	15
2.3 Main Activities and Output Targets.....	16
2.4 Export Environment.....	16
2.5 Target Markets.....	17
2.6 Export Development.....	17
2.6.1 Possible Export Development Activities and Targets for JE.....	18
2.7 Sectors and Products with Growth (Export) Potential.....	18
2.8 Client Definition and Needs Analysis.....	19
2.9 Company Focused Development Assistance.....	20
2.10 Enterprise Development Targets.....	22
2.11 Benefits to the Economy, to Exporters or Export Performance.....	22
2.12 Monitoring and Evaluations Systems.....	23
 CHAPTER 3: Structure and Functions.....	 24
3.1 The Structure Adopted by Enterprise Ireland.....	24
3.2 Developing an Appropriate Structure for Jordan Enterprise.....	24
3.3 The Enterprise Development Division, and the Development Advisor.....	25
3.3.1 Development Advisor as the Single Point of Entry.....	26
3.4 Strategic Sector Development.....	26

3.4.1	How to Structure the SSDU.....	27
3.5	Role and Functions of the Trade and Export Division.....	28
3.6	Communications / Team Building.....	28
3.6.1	Formal, Annual Planning.....	28
3.7	Identifying Policy Issues.....	29
3.8	Resources and Capabilities.....	29
3.8.1	People.....	29
3.8.2	Money.....	29
3.9	Impact Measurement.....	30

CHAPTER 4: Recent Developments and Current Recommendations.....31

4.1	The Starting Point.....	32
4.2	The Current Position.....	33
4.3	Developing Short Term and Long Term Plans.....	33
4.3.1	Short Term Plans.....	34
4.3.2	Parallel, Longer-Term Preparation and Planning.....	36
4.4	Some Additional Recommendations.....	37
4.4.1	Review the Current Organizational Structure.....	37
4.4.2	Hold Further Cross-Component Shared Vision Workshops.....	37
4.4.3	Engage the Stakeholders, Donors and Support Organizations.....	38
4.4.4	Secure Adequate Funding.....	39

ABSTRACT

This Report is, in essence, a progress report on the task of restructuring Jordan Enterprise Corporation (JE).

Based on recommendations made in early 2006 by the AMIR Program, the process of restructuring JE is gradually taking place. The appointment of a new CEO for JE in October 2006 brought some new energy to the process.

Fortunately, this coincided with the setting up of SABEQ. SABEQ is now working closely with the top management of JE to accelerate the restructuring. Advice and counseling regarding the restructuring process is being provided. Two successful team-building Workshops were held, for cross-sections of JE staff, at the SABEQ Training Center, on 17th and 18th January 2007.

The restructuring of JE will lead to more rapid and professional delivery of enterprise and export development services by JE for the benefit of the Jordanian economy.

However, a more intense and active level of government commitment to the restructuring process must be engendered, if the process itself is not to stall and lose credibility.

ABBREVIATIONS AND ACRONYMS

BDC	Business Development Center
CEO	Chief Executive Officer
EJADA	Euro-Jordanian Action for the Development of Enterprise
EJEP	Euro-Jordanian Export Program
FDI	Foreign Direct Investment
JAED	Jordan Authority for Enterprise Development
JD	Jordanian Dinar
JEDCO	Jordan Export Development and Commercial Centers Corporation
JE	Jordan Enterprise Development Corporation
JIB	Jordan Investment Board
JUMP	Jordan Upgrading and Modernization Program
JUSBP	Jordan-U.S. Business Partnership
MOIT	Ministry of Industry and Trade
NAFES	National Fund for Enterprise Support
SABEQ	Sustainable Achievement of Business Expansion and Quality
SME	Small- and Medium-sized Enterprise
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

Objective

The key objective of this assignment and report is to provide support to the CEO and senior managers of Jordan Enterprise Corporation (JE) in the process of enabling the corporation to fulfill its full legal mandate. This entails strategizing with the CEO and senior managers of Jordan Enterprise over the mandate, objectives, structure and functions of the new organization.

In addition, a team-building assignment was implemented, for the benefit of the technical staff within JE.

New Mandate for Jordan Enterprise Development Corporation

In June 2003, as part of the process of implementing the JAED Initiative, the government of Jordan passed Interim Law No. (72) for the Year 2003: The Jordan Enterprise Development Corporation. This law re-establishes the Jordan Export Development and Commercial Centers Corporation (JEDCO) with a substantially expanded mandate. The new JEDCO will strengthen enterprise by providing a full range of business development services and export promotion. Reflecting its broadened mandate, JEDCO changed its name from the Jordan Export Development Corporation to the Jordan Enterprise Development Corporation – now referred to as Jordan Enterprise.

In order to achieve Jordan Enterprise's expanded mandate and based on the recommendations of the National Agenda, in October 2005 His Excellency, the Minister of Industry & Trade expressed the government's intentions to merge JEDCO with three existing entities:

- Jordan Upgrading and Modernisation Program (JUMP), a program funded by the EU and the government of Jordan to support enterprise development.
- NAFES (National Fund for Enterprise Support), a Japanese fund providing grants to small firms.
- Euro Jordanian Export Programme (EJEP), an EU program supporting firms to export to Europe.

The AMIR Program funded a number of activities to facilitate the integration. Barry O'Connell and Gerry Morrissey prepared a corporate strategy and operational plan for the new Jordan Enterprise. Upon their recommendation, the Minister appointed a restructuring committee. Rasim Abderrahim completed a

detailed review of the activities of EJEP and JEDCO. AMIR also held focus group meetings with EJEP, JEDCO and JUMP clients. A review of legal issues was initiated by Maher Hamdan and a tender arranged for a financial review of the entities. In June EJEP physically moved into the Jordan Enterprise office building, JUMP physically relocated there in August when its lease expired. However, any operational integration was suspended by the restructuring committee until the new CEO was appointed.

Yarub Al-Qudah was appointed the CEO in early October 2006. He has requested assistance from SABEQ to continue the integration process. He intends to submit, shortly, for Board approval, a proposed organization structure and explanation of divisional functions.

CHAPTER 1: INTRODUCTION

1.1 Building the new Jordan Enterprise Corporation

In line with the JAED Initiative, a new corporation (Jordan Enterprise Corporation) has been legally mandated to provide enterprise and export development services to Jordanian firms.

Jordan Enterprise Corporation itself is being constructed by bringing together (under one umbrella) of a number of existing service providers, chiefly the former Jordan Exports and Commercial Centers Corporation (JEDCO), the Jordanian Upgrading and Modernization Program (JUMP) and the Euro-Jordanian Export Development Program (EJEP).

In 2006, the then Minister of Industry and Trade and the Board of Jordan Enterprise agreed on a number of ‘restructuring steps’, outlined in the AMIR Report of May 2006. Due to the fact that progress since then has been rather slow, and to assist the reader in understanding the current situation, quite a number of sections of that Report are alluded to and incorporated in the material that follows. By and large, the recommendations made at that time remain totally valid, but now need to be acted upon.

Key recommendations, at that time, were that a number of specific actions be taken to achieve the overall restructuring.

In particular, it was recommended that the top management of team of the new Jordan Enterprise Corporation should be put in place. The team consists of the Chief Executive Officer, The Assistant Chief Executive – Enterprise Development Division (ACE–Enterprise), The Assistant Chief Executive - Export Development Division (ACE–Exports) and the Manager - Support and Services Division.

This team, supported by the advice and guidance of a Sub-Committee of the Board, would, working together with a small number of external advisors, form a Task Force to work on a Strategic Business Plan and associated Work Plans:

- Develop a Mission Statement and Vision for the new organization
- Set the key Objectives
- Define the type and numerical figures of targets for the corporation
- Refine the proposed Organization Structure (including headcount)

- Identify major policy and other issues (including sectoral emphasis and target market emphasis)
- Formulate branding, marketing and communications strategies

The key targets (to be achieved within a three-year time horizon) should be expressed in terms of:

- Increase exports (by client companies of JE) *expressed in JD million*
- Provide business upgrading to *(number of)* companies
- Diagnostics *numerical figure*
- Implementation projects *numerical figure*
- Capacity building projects *numerical figure*
- Assist *(numerical figure)* high-potential start-up companies to grow in scale
- Assist *(numerical figure)* Jordanian firms to become significant international players in their respective industry sectors
- Develop and put in place appropriate Economic Impact Measurement Mechanisms

Regrettably, no action regarding the appointment of a CEO for Jordan Enterprise was taken until October 2006, when Mr. Yarub Qudah (formerly the Manager of the JUMP Programme) was appointed. Thus, the process of commencing the integration of the old JEDCO, JUMP, EJEP and NAFES was stalled.

The negative impact of the above delays in action was compounded by the fact that the AMIR Program itself terminated towards the end of 2006.

Fortunately, SABEQ was subsequently established, and the CEO of JE has now requested SABEQ assistance in the process of building up the new Jordan Enterprise Corporation.

It must be noted that the positions of ACE Enterprise and ACE Exports have not yet been filled. Mr. Gaith Bakri (formerly of JEDCO) is acting head of the export division and Eng. Omar Qaryouti (of JUMP) is acting head of the enterprise development division.

1.2 Jordan Enterprise and its Clients

Until recently, JE had no mandate to provide technical assistance or business upgrading services to Jordanian firms.

Similar to organizations with similar problems in some other emerging countries, JEDCO (mostly through necessity) took a largely ad-hoc approach to *export* promotion. Its principle activity was to organize events such as trade fair participation and missions and it recruited companies to participate in them.

While most events were focused on the obvious main export sectors and in key target markets, there was no apparent strategy underpinning the choice of events; no targets appear to have been set and participation seems to have been open to any company that fit the sector, irrespective of their potential.

The JEDCO relationship with companies could thus be described as “transactional”. This is sufficient for an agency with a focus on promotional activities but is a weak basis for establishing a relationship focused on enterprise development.

Regarding Enterprise Development, considerable practical experience was built up, within the JUMP Program, in the techniques of enterprise development. Fortunately, the JUMP experience will now be incorporated with the fund of expertise that JE will have. Similarly the experience of the EJEP Program (which carried out much valuable work regarding sector development) will be incorporated.

Jordan Enterprise needs to build its competence and expertise in specifically targeting key, strategic export markets, setting “stretch” targets for penetration of those markets (in terms of additional business by Jordanian companies in those markets), and in building the operational capacity and capability of dynamic companies to benefit from the opportunities in those markets.

However, JE will not be the only such service provider in Jordan. The section below sets out some comments on the situation. One challenge for JE will be to work out an appropriate, sensible and effective *modus operandi* with any such outside organizations.

1.3 Other Agencies and Programs

In recent years a number of other programs have been operating in Jordan, aiming at the upgrading the competitiveness of Jordanian enterprises through improved management and production capabilities.

One significant program is the BDC / Tatweer Program, which operates independently of JE and provides services similar to those provided by JUMP. The BDC /Tatweer Program has received substantial funding from USAID. The future relationship between JE and BDC/Tatweer is an important issue that must be addressed.

There are many smaller programs providing development services to small firms, and encouraging entrepreneurship. JE will have to establish good, on-going contacts and links with these programs, and co-ordinate efforts with them.

1.4 Future Role for JE

The role of the new JE has been described as:

“Developing, caring for and supporting Enterprises in the Kingdom and increasing exports and export opportunities”.

There is an emphasis on *development*, which involves improving capability in order to increase export potential.

There is also an explicit reference to enterprises. This implies that the focus of JE’s service delivery is expected to be on the enterprises that have the task of turning Jordan’s export potential into business.

One *key measure* of the impact and effectiveness of what JE does will ultimately be measured in *export sales*.

1.5 The Restructuring Process

As highlighted in Section 1.1.above, it would be preferable if the process of restructuring followed a well-established logical sequence. SABEQ advice to the CEO and senior management of JE is to follow that sequence, as far as possible.

1.5.1 Strategic and Operational Plans

Detailed and final three-year Strategic and Operational Plans need to be prepared and endorsed by the Board of JE and the Minister of Industry and Trade.

It is especially recommended that the senior management of JE focus on and agree upon a “pilot” *one year export development target* (with consequential activities and necessary achievements being mapped out – to achieve that target).

It is also recommended that SABEQ nominate a key “mentoring” counterpart from within SABEQ’s staff resources, to assist on this planning process and in developing JE’s export development expertise.

1.5.2 Agree Organization Structure and Staffing

Following the agreement on strategy, the corporate structure should be finalized, and each position filled.

1.5.3 Appointment of Senior Managers

At a higher level, the key (ACE) positions need to be filled and the management structure put in place.

1.5.4 Adequate Funding

The government needs to provide JE with sufficient, stable funding, to support it in carrying out its mandate. Funding appears to be a perennial problem for such entities in Jordan.

Jordan Enterprise will need a strong champion – at Cabinet level – to advocate strongly on its behalf and to secure the funding that is needed.

JE, in turn must demonstrate clearly, by delivery on specified appropriate targets that the government’s investment in funding the organization is paying off well, in line with national Objectives and Goals.

1.5.5 Staff Salaries

A sub-set of overall funding is the issue of staff salaries.

JUMP and EJEP employees are paid according to special salary levels – reflecting the fact that they were set up outside of the Government of Jordan “ambit”. The employees are on time-bound contracts.

Employees of the old JEDCO, on the other hand, are paid according to civil-service pay scales, which are generally regarded as unattractive (when viewed by the potential, well-skilled employees).

Although a Personnel Bylaw has been drafted, which would enable JE (and other investment promotion and facilitation entities) to offer more attractive salary scales, it is stalled within the government bureaucracy. It has been stalled for some time, and need to be “unblocked” as soon as possible. Otherwise, the promotional agencies in Jordan are not going to be able to recruit, develop and retain highly talented and highly-motivated employees.

1.5.6 Shared Vision

It is important to build the competence and confidence of the staff members throughout the different departments of JE. To-date there has been little or no

contact between the staff in the various departments. There is considerable insecurity regarding job or career prospects within JE.

One key element in the process of restructuring is to develop a Vision that is shared by all staff, of what JE is about, together with a shared Mission Statement, and shared Objectives. It helps if groups of employees can be encouraged to work together on tasks that need to be carried out –such as Strategic Planning and Operational Planning. With this in mind, and in response to a request from the CEO of JE, SABEQ organized two workshops, on 17th and 18th January 2007, which successfully brought together JE’s technical staff across all departments – facilitating the initial “team building” efforts.

1.5.7 JE to tap into Technical Assistance

JE should avail of the technical assistance, guidance and professional advice that is currently available through a number of donor-programs in Jordan. That assistance includes areas such as strategic planning, work planning, corporate restructuring, enterprise development, export development and human-resource development.

However, senior management at JE must ensure that it does not end up suffering from “advice overload”, leading to confusion and lack of focus on key issues and activities.

CHAPTER 2 DEVELOPMENT OF A STRATEGY FOR JORDAN ENTERPRISE

The essence of the strategy for JE in the coming years will be to find an appropriate role in helping Jordanian SMEs first achieve and then exploit international competitiveness.

Jordan Enterprise must provide a solid base of sector and market analysis.

JE could take this as a starting point and work to build direct relations with enterprises who have export capability and potential, in order to identify and satisfy their needs.

It should then design services to address as many of these needs as resources permit.

In addition, relations with other projects can be explored to see if synergies and practical co-operation might be possible.

2.1 Economic Context

It is important to demonstrate the importance of JE's contribution to the National Agenda or any subsidiary plans from the government.

This material can/should ideally be from government or international publications. It should contain analysis and commentary as well as statistical data, including reviewing: Jordan's economic performance over the past 5 years, plus projections; structure of the economy; foreign trade structure; foreign trade regime and the overall prospects for sector development and exports.

2.2 Setting out a Vision: Positioning of Jordan Enterprise

While JE must conform to its legal mandate, it is even more important to articulate a clear, confident and ambitious role for the organisation that resonates with government, stakeholders and staff.

This must also be realistic; it should reflect honestly both the strengths and weaknesses of JE's current position and set a practical vision of where the organization needs to go – and why.

JE must set out:

- Vision,
- Mission
- Strategy Objectives
- Stakeholder expectations - what government (and others) want from JE
- JE's Role
- Client expectations – what they want JE to do for them; how it will become capable of meeting these

2.3 Main Activities and Output Targets

In this section JE will set out what it intends to achieve in the period. The focus should be on results – what will be different at the end of the period as a result of JE's intervention. The results should be consistent with what has been set out in the previous section under strategy objectives.

Targets and measures should be set for all activities; there has to be something to measure progress.

2.4 Export Environment

This is a further elaboration of the environment in which JE operates. It covers the regulatory environment such as trade agreements, as well as commentary on the performance and export-readiness of companies. The analysis will benefit from international comparison / benchmarking. It will raise issues that will be addressed by JE's activities and plans. It should include review of Trade Agreements; export orientation of Jordanian enterprises (receptiveness to help/advice); competitiveness of Jordanian exporters – barriers to export; programmes supporting exports/exporters

JE must keep in close contact with programs, such as SABEQ, to benefit from their expertise and leverage the work that they are involved in.

2.5 Target Markets

This section should concentrate on the main current markets for Jordan's export markets (those taking 10% or more of total exports). JE should use this section to demonstrate its knowledge of export markets and exporter activity.

For each key market JE should analyse and identify:

- The pattern of Jordan's exports to the market (components, trends)
- Opportunities for growth (based on overall market performance or specific developments)
- Issues / barriers – what is preventing growth or might threaten business
- A overall JE policy to the market

The AMIR Report set out an initial analysis on the export situation and the export environment for Jordanian products. It should be used by JE management as a guide in finalizing JE's full Strategy for Development of Jordanian Exports.

2.6 Export Development

The focus of Jordan Enterprise should be on the enterprises that have the task of turning Jordan's export potential into business. This needs knowledge of and a relationship with the enterprises engaged in exports and this has to be an immediate priority for JE's Export Division (and for JE overall).

Delivery of this role will require JE to provide export-related services direct to enterprises. This requires (a) a focus on enterprises with export capability and (b) a focus on markets that offer potential for Jordanian products.

ANNEX 1 is an Export Promotion Menu, outlining the many services that a competent export development organization might offer to its clients.

Sector Strategies have been prepared for many of Jordan's industry sectors. These have been compiled under the National Agenda, JV2020, EJEP and by others. These strategies offer long-term direction and include some major initiatives required to transform the sectors.

While these strategies could be the basis for a long-term developmental plan, they are less effective as a short term implementation plan for the Export Division of JE. Such a plan needs to be based on more immediate and incremental opportunities, based on the current capabilities of Jordan's exporters.

2.6.1 Possible Export Development Activities and Targets for JE

An assessment of Jordan's export potential should begin with an examination of current export performance. When the exceptional and commodity items are excluded, there is a clear pattern of exports to regional and Gulf markets and this suggests that it is in these categories and these markets that the best opportunities exist for *incremental* growth.

This has implications for the strategy and the activities of Jordan Enterprise. Programs can be designed for both long-term developments of new export opportunities and at gaining incremental increases in the shorter term. The latter activity offers the most immediate scope for export development as they can proceed without needing major structural changes or other initiatives within Jordan.

The Export Division of JE could begin by looking at how exports could be increased from within the current pattern of sales by sector and market. This will enable Jordan Enterprise engage in meaningful activity with its target client base, with a realistic chance of demonstrating results in a relatively short time.

These could be the basis of incremental growth strategies for the Export Promotion Agency that could be put in place in a short time, based around current successful patterns of exports and around currently successful exporters. Leading out from such growth strategies JE can then set specific export development targets, by region, by country, by sector.

2.7 Sectors and Products with Growth (Export) Potential

Substantial analysis of Jordan's industrial sectors already exists and should form a background to JE's approach to enterprise and export development. Sector analysis is important in setting overall priorities and its purpose here is to provide a context for JE's targets and plans. The critical issues are the importance of each sector to Jordan's economy and its potential for growth in the future. With a small domestic market, growth potential for any sector of Jordan's industry must be expressed in terms of its export potential.

For each sector, JE should:

- Produce a description (size, number of enterprises, key firms, total employment, export performance to date, importance/contribution to the economy)
- Carry out a SWOT analysis

- Examine its export potential (based on past performance, trends and competitiveness)
- Consider the implications for JE (should the sector be a priority etc.)
- Develop a JE Policy for that sector (what JE plans to do for / with the companies in that sector)

Overall, JE must also learn from the accumulated experience of the EJADA, JUMP, NAFES and EJEP Programs.

It is possible that other organizations (donors, business associations and so on), may be doing similar reviews and analysis. JE must find out, comprehensively and regularly, who is doing similar analysis and co-ordinate efforts with them.

2.8 Client Definition and Needs Analysis

JE should rank companies according to their export performance and potential. JE has a database of about 1,200 companies. This should be segmented into those with the highest export interest / capability and those with less potential. JE may also wish to separate companies (e.g. in commodity sectors) with whom it does not expect to have significant contact. It is unlikely that the high priority segment will account for more than 20% of the total and possibly it will be a much smaller percentage.

The categorization of companies can to some degree be influenced by sector analysis; however the prioritizing of sectors should not exclude the possibility of companies in lower priority sectors being seen as priority clients.

The suggested format for JE Client Definition is based on knowledge of companies as well as the sector information available.

In addition to categorizing and assessing client companies, as set out in the above approach, JE should carry out some prioritization or segmentation of clients. The purpose of Client Segmentation is to enable the Organization better focus its resources on those companies likely to produce export growth and to ensure that the Organization is offering the type of services most relevant to such companies.

See ANNEX 2 (Segmentation of Clients) and ANNEX 3 (Check List for Prioritizing Clients)

2.9 Company Focused Development Assistance

JE should be company focused as it is only through the performance of companies that the effectiveness of economic policy can be measured. This should be encapsulated in JE's Mission Statement, and in its day to day activities.

There are a number of international best-practice models that JE can refer to, including Ireland, Australia, Malaysia, Singapore and others.

See ANNEX 4 (Benchmark Organizations)

In the Irish case, a target set was that locally controlled businesses, trading internationally, would double their sales in real terms in ten years. Companies in Ireland are encouraged to assess their capabilities in each of six critical areas - Strategic Planning; Research, Development and Design; Production and Operations; Marketing and Sales; Human Resources and Finance. Enterprise Ireland assists them define improvement targets and provides expertise and resources to achieve them. The competitive benchmark for all these activities is the enterprise's ability to compete in one or more export markets.

One starting point for JE is to use the Step Analysis Model of reviewing and assessing its clients in order to determine the list of clients with the greatest and most rapid development potential. The Step Analysis categorizes enterprises under six major headings, as outlined below.

The categories are:

- Strategy
- Research, Development and Design
- Production and Operations
- Marketing, Distribution and Sales
- Human Resources
- Finance

Under each category, the firm is classified according to its perceived position along a scale of 1 to 5.

For example (under **Strategy**):

Level 1 Lifestyle or "closed family" type firm with no strategic or business plan. Board (if one exists) provides little guidance.

Level 5 Company has a focused strategic plan for its various business units. Has a substantial Board with several of international business reputes. Transforming itself into a global company, with managers who have considerable global experience.

Similarly (under **Research, Development and Design**):

Level 1 A nil technology company that has no meaningful technological capability, has no perceived need for this, and may not have an actual need. New products are nil.

Level 5 High-performing R&D companies whose R&D spending as percentage of sales is substantially more than the international norm for their sector. Company demonstrates ability for learning and self-regeneration through technological change focused on business returns.

Under **Production and Operations**:

Level 1 No production planning process. Poor capacity utilization. Low investment in plant. High maintenance costs. Frequent production problems. Poor housekeeping.

Level 5 The organization to which others look to benchmark.

Under **Marketing, Distribution and Sales**:

Level 1 Company has no specialist marketing function. Sells what it makes. Undertakes no analysis of competitors or customers. No marketing plan.

Level 5 Leaders in key sectors/markets. Can drive and exploit market developments.

Under **Human Resources**:

Level 1 The company has no HRD function. HRD is carried out to address specific problems with no necessary link to organisation goals. No management development.

Level 5 The company meets the requirements of Excellence Through People and has embarked on a significant HRD programme that is close to or exceeds international best practice. HRD is continuous and is fully integrated into the business. The company is regarded as a leader in terms of HRD.

Finally, under **Finance**:

Level 1 Poor sales, value-added and profits trends. Financially unstable, poor cash flow and weak financial management.

Level 5 Very strong financial position, looking at acquisitions and major expansion. Attractive prospect for financial investor

This Step Model could itself be used by JE senior management in order to continually assess and evaluate the progress that the corporation itself is making along the road of building its own corporate capability and performance.

In Jordan, Jordan Enterprise should set clear targets for growth in exports (by companies that are in one way or another “ related” to JE i.e clients of JE)

2.10 Enterprise Development Targets

Reflecting the practice in Ireland and in other countries, suggested targets should be set for;

- (a) number of client companies receiving and benefiting from Business Upgrading assistance – both at the level of capability building and (increasingly) at the level of capacity building
- (b) tracking of the increased annual output (at beneficiary firm level) in terms of sales and employment resulting from the business upgrading services provided to them
- (c) the services provided to high-potential start-up companies to grow in scale
- (d) the assistance to strongly managed Jordanian companies to become significant international players in their respective industry sectors
- (e) achievements under the National Linkages Program

It is important to point out that the volume of Business Upgrading activities will reflect the *demand* for such services and technical assistance. It will also reflect the *funding* that JE has available to allocate to subsidising such Business Upgrading activities.

The activity level and targets of the Division should reflect *appropriate, needed and quality activity* rather than activity for the sake of numerical targets.

2.11 Benefits to the Economy, to Exporters or Export Performance

Any targets should also be expressed as benefits to the Jordanian economy, to exporters or to export performance, rather than as activity targets for JE.

For example;

- (Quantify / measure) the economic value added
- Develop database of exporters
- Raise awareness of exporting among companies
- Substantially increase the understanding within enterprises of marketing planning, market research, distribution and other export tools and techniques.
- Provide a source of information on foreign markets, trade practice and legislation
- Provide individual Jordanian enterprises with expert counselling on export issues
- Provide or facilitate assistance to Jordanian enterprises in foreign markets.
- Conduct export promotional activities such as export missions and trade fair participation.
- Act as a catalyst between Government, enterprises and other organisations on matters of trade policy.
- Work with other business support organisations to the benefit of enterprises

2.12 Monitoring and Evaluation Systems

As with any well-organised corporation, JE must design, install and use appropriate Monitoring and Evaluations systems. These allow the management and staff to track their achievement of objectives and overall performance according to set milestones.

M&E allows corporations to analyse, in a professional and on-going way, the progress being made, and identify any issues that need to be addressed. If necessary, corrective action can be taken, in a timely and appropriate way.

In addition, by accurately and comprehensively tracking the full economic impact of its development efforts, JE will be able to demonstrate to government and to stakeholders the value that it is giving for the tax-payer's funds that are allocated to it.

CHAPTER 3 STRUCTURE AND FUNCTIONS

A major challenge facing Jordan Enterprise is - how to combine within one integrated organization, the delivery of a number of services that are currently being provided across a range of programs?

Benchmarking against best-practice models around the world, such as New Zealand, Australia, Malaysia, Singapore, Ireland and others will give informative insights into this process.

3.1 The Structure Adopted by Enterprise Ireland.

Enterprise Ireland addressed this challenge by using a template known as the Business Development Model (BDM). The model defines the key strategic business functions, the objectives of each function and the range of State assistance that might be provided to help companies gain a competitive advantage in each functional area.

The six elements of the BDM are:

- Strategic Planning
- Research, Development and Design
- Production and Operations
- Marketing, Sales and Exports
- Human Resources
- Finance

Enterprise Ireland has specialist expertise available in each of these areas.

The expertise is grouped into Strategic Business Units (SBUs) which are sectorally based, as well as into units dealing with High-Potential Start-up Companies.

3.2 Developing an Appropriate Structure for Jordan Enterprise

It is probably too early, and too ambitious, to try to directly replicate this model in Jordan at this time. Instead, a more straightforward model was put forward by the AMIR consultants for consideration by the Board and top management of JE.

This structure is based on two main *pillars* (a wide-ranging Enterprise Development Division and a Trade & Export Division) supported by an Information & Secretarial Services Department. ANNEX 5 sets out the Organisational Structure as proposed by AMIR last year.

Jordan needs one integrated and streamlined; full-service; client-friendly organization, with maximum synergies between its internal divisions and departments. The country cannot afford the luxury of duplication, overlap and waste of precious resources among competing organizations.

Jordan Enterprise Corporation is being “built” out of a number of existing organisations, and there are some significant gaps in expertise within the constituent departments (for example – in attaining specific, numerical export targets). Thus, arriving at the desired corporate structure will be a process of evolution, over some time. The CEO and senior managers will have to keep in mind the best-model corporate structure that they would like to finally have in place, but they need to guide and mentor their colleagues in moving to that structure.

It may be necessary to operate, for some short periods of time, with structures that represent - not the final position - but just the first iterations of the structure along the road to the final set-up.

A number of discussions have taken place between the SABEQ consultants and JE top management regarding key strategic issues, including corporate structure. *Form follows function* and strategy should be agreed before the corporate structure is finally put in place. However, the SABEQ consultants expressed some concern at the proposed – rather flat – top management structure being proposed by JE. See ANNEX 6 for the latest proposed Organisation Structure received by SABEQ from JE management.

3.3 The Enterprise Development Division, and the Development Advisor

This Division will be responsible for the Business Upgrading / Competitiveness Improvement activities that are carried out by Jordan Enterprise.

The Division will be organised along sectoral lines, with a number of Sector Teams providing services to client companies. Each sector team will be able to provide appropriate assistance and support to client companies, depending upon their size and needs. For example, the “Sector 1” team (dealing with – say - Jordan’s indigenous Apparel firms) will be organised on a portfolio basis, with each portfolio executive (*Development Advisor*) having up to ten or twelve client firms in his / her portfolio.

He / she will get to know each client company, and will play an advisory role in helping that company to understand and address its strengths and weaknesses and to gain in competitiveness. He / she will inform the client company on the full range of technical and financial assistance programs that exist throughout Jordan

and will also assist the company to apply for and secure any such assistance that Jordan Enterprise itself may offer.

The Development Advisor will be trained in project assessment, and associated skills necessary for the job, and must act as a facilitator in ensuring that the client company taps into and benefits from appropriate assistance.

In the case of there being a need for assistance in the client's marketing and export development function, the Development Advisor will provide the link between Jordan Enterprise's Enterprise Development Division and its Export Development Division.

Ultimately, each Development Advisor will be given a personal target for achievement during the year, expressed in terms such as the number of client companies assisted in specific, measurable ways, and the extra output that has been achieved by the client company in a given year.

The Development Advisor will commission the required technical assistance inputs from approved and accredited third-party service suppliers (consulting firms) and will oversee the delivery of such services.

Jordan Enterprise will need to build a suitable Database of Accredited Service Providers, and it will need to work out broad fee rates and other legal terms and conditions with Service Providers.

3.3.1 Development Advisor as the Single Point of Entry

As can be seen from the description of the steps above, the Development Advisor plays a central role as the 'discussion partner or facilitator' for the client firm, within Jordan Enterprise.

The Development Adviser is therefore the *single point of entry*, responsible for the top-level analysis of the client's needs, managing the overall relationship and 'signposting' the organization so that the client finds his or her way to the relevant support and expertise.

3.4 Strategic Sector Development

Parallel to the individual-company focused activities of the Enterprise and Export Development Divisions; there is need for some type of "Strategic Sector Development Unit" (SSDU) that will build on the more developmental role begun by EJEP and others.

We envisage a high degree of interaction and communication between the two Divisions and the SSDU – this is essential if the concept of JE as a "one stop

shop” is to be realized. They are interdependent and each will be better able to help companies if it is informed of what the others are doing with that company.

The establishment of JE as a full-service agency puts a heavy emphasis on the importance of teamwork and this characteristic should be an important factor in staff selection and appointment.

The key company-based interaction will be between the Enterprise Division and the Market Services Department. The clients of the Market Services Department will be either identical to or a large portion of the clients of the Enterprise Division. (It is possible that there will be priority clients for the Enterprise Division that are not seeking export opportunities in the short term but if JE is allocating significant resources to them, then it is virtually certain that exports will be an issue, at least in the medium term).

Thus, each of the sector specialists will have natural alliances and common interest with *some* of their counterparts in the Market Services Division, but little or no contact with others.

Where there is an overlap of sector/market interest, as part of their personal development, both will need to learn from each other.

This shared pool of knowledge will enable JE’s various specialists to jointly develop strategies and activities that are right for the sector and right for the market.

3.4.1 How to structure the SSDU

It is suggested that this Unit be established initially as a small technical unit within the Enterprise Development Division. It should liaise closely with the two main operational divisions in JE but must also continuously interact with other organizations (donors, national committees, others) that are engaged in sector development activities.

Given that SABEQ (and possibly other organizations) are engaged in reviewing sector strategies for Jordanian industry, and that much work was done under JV2020 and the National Agenda, the final “shape” of this Unit must be based on detailed review and consideration of such work.

3.5 Role and Functions of the Trade and Export Division

The proposed Organization Chart for Jordan Enterprise envisages dividing the Export Development Division into two groups of activities; one focused on the needs of companies in export markets and the other providing export-related services to them within Jordan.

This separation of functions into ‘in-market measures’ and ‘in-country measures’ is a widely used approach to trade facilitation and support.

As not all client companies are active exporters, the client base for the *Market Services Department* is smaller, but their needs are more clearly defined and individual.

The *Exporter Services Department* is potentially dealing with a wider group of companies, including potential exporters. There is scope for this Dept. to deliver some services on a “group” basis – for example information, training etc.

The AMIR Report of May 2006 provides comprehensive detail and guidance on the roles and functions of the various departments and units within the Export Development Division.

Specifically, ANNEX 7 provides some information on the range of *information services* that a best-practice model (Malaysia) provides.

Jordan Enterprise Corporation should avail of the expertise in export development that resides in the SABEQ Program (as well as other programs), in addition to building up its own internal capabilities.

3.6 Communications / Team Building

In building the new Jordan Enterprise, careful attention must be given to staff matters, including possibly retraining – to allow the organization to reallocate a number of staff into more relevant areas.

A lot of effort will have to go into building / increasing the levels of trust and credibility between Development Advisers and others in the organization.

It will be advisable to implement cross-functional team working, joint problem solving and regular interdepartmental briefing meetings. Also to ensure that staff co-train in areas such as consultancy skills, training in each other’s specialist area – technologists in marketing, Development Advisers in R&D, innovation, etc. – to create a more holistic understanding of client needs

3.6.1 Formal, Annual Planning

It is recommended that there be a formal *annual planning process* at some time each year, at which the findings, proposed targets and priorities of each part of JE are shared and discussed. Sector teams will outline the situation within the sector and the market teams will give their views on market conditions, growth opportunities etc.

3.7 Identifying Policy Issues

Managers throughout Jordan Enterprise should, as part of their on-going day to day activities, seek to identify issues that might need to be addressed as overall national policy or competitiveness matters – by JAED.

The Assistant to the CEO of JE should play the ‘co-ordination’ role of constantly talking to all the managers within Jordan Enterprise, collecting information about Issues / Policy matters, and then preparing Position / Discussion Papers that should be discussed with the CEO of JE and subsequently with JAED.

3.8 Resources and Capabilities

People and money are the two primary resources that any organization needs, in order to operate effectively.

3.8.1 People

Jordan Enterprise will require high caliber, dedicated and professional management and staff. JE is playing a vital national role in developing Jordanian industry and exports, and as an organization, it interfaces and deals with local and international private-sector business leaders across a wide range of industry and service sectors. In order to build and maintain its own credibility, JE must be endowed with highly professional, service-oriented people.

For JE to fulfill its role well, it must be able to pay wages and salary scales that compare well with the private sector. A new Personnel Bylaw is under consideration at government, designed to address this matter. It is hoped that a positive outcome will result, soon.

3.8.2 Money

Each year, during the Strategic and Work Planning Process, the management of Jordan Enterprise will have to determine the funds needed for the year ahead.

At a minimum, such funding will have to enable JE to pay its staff and overhead expenses, as well as carry out the priority promotional and development activities that are contained in its mandate.

The primary source of such funding has to be the Government of Jordan itself. JE is carrying a national role and must be adequately financed by the state. The

Minister and Board of JE must constantly push, at Cabinet level, for adequate state funding, using strong arguments to justify their demands.

It may be possible to leverage funding through donor organizations, especially in the short term. It must be remembered, however, that one key factor at play is the perception, by the donors, of Jordan Enterprise as a credible organization, one that has the full, stable and long-term backing of the government, and that has also earned strong credibility with the private sector. If JE does not achieve this perception, it will not benefit from the generosity and support of the donor community.

In addition to government or donor funding, Jordan Enterprise may be able to generate some income of its own. This could come from sources such as fee-based services that it provides, or from investments in client firms. The Board will have to consider its policy in such matters and articulate this policy to staff, to clients and to government.

3.9 Impact Measurement

It is important for any organisation to be able to demonstrate, in credible terms, its effectiveness and its impact.

In Ireland, a key measure of the impact of the work of Enterprise Ireland is the so-called *Irish Economy Expenditures* of client companies.

Enterprise Ireland measures, annually, the incremental expenditure of each of its client companies in the following areas:

- Wages and salaries
- Locally purchased components and raw materials
- Purchases of local services (transport, insurance, energy, etc.)
- Profits-taxes paid to the state

This gives a number of real, solid, quantifiable measurements of the organization's impact.

These figures also give Enterprise Ireland strong arguments to use, when negotiating the annual allocation of funding for the organization. Jordan Enterprise must install appropriate Impact Measurement Systems - from the beginning.

CHAPTER 4:

RECENT DEVELOPMENT & RECOMMENDATIONS

The reorganization of Jordan Enterprise is a complex and sensitive project. The new organization is mandated to fulfill vital, yet wide-ranging and demanding roles of national importance. Some of these roles are new to management and staff within JE.

Even at government level, the importance of the role that JE must play, and how to adequately support and develop JE, is probably not deeply understood.

Building the new JE is made more sensitive by the fact that a number of independent ‘entities’ will have to be brought together and merged into one single, strong new institution. Employees in JE are coming from different organizations, which had different “cultures”, different management and operational “styles” and – more sensitively – different pay scales.

To accomplish the end-objective in a smooth and efficient way will require the full, enthusiastic and on-going backing of the Minister of Industry and Trade. He must support JE by “networking” and lobbying at many levels – at Cabinet; in his position as Chairman of the Board; with the private sector and especially with the employees of JE. He must be an active and enthusiastic Champion, to whom the Board and top management of JE can turn, with confidence, for guidance and assistance.

The CEO and top management of JE must now show exceptional leadership and visionary skills. They must earn and maintain respect and credibility with a wide range of staff and outside stakeholders.

Above all, employees of JE must be respected as talented individuals and developed in their competencies. They must be mentored and developed in their technical and professional skills, and motivated, such that they will give their best professional performance, on a day to day basis, for the benefit of JE and the Jordanian economy.

JE needs especially to build its own corporate credibility by showing specific, relevant and measurable results, both in the short-term and over the next few years.

4.1 The Starting Point

During the spring of 2006, the AMIR Program provided significant advice to the Minister and the Board of JE regarding the forthcoming restructuring.

The AMIR team paid particular attention to the need for the Minister to put in place, as a first immediate step, the top management team of the new Jordan Enterprise Corporation. Following that, Strategic and Operational Planning should take place, followed by a determination of the final ‘shape’ of the new body.

Given that progress since then had been disappointingly slow, it is worthwhile to set out, again, some of the key points:

- For the new Jordan Enterprise Corporation; four key appointments should be made, immediately – Chief Executive Officer; Assistant Chief Executive Enterprise Development; Assistant Chief Executive Export Development; Manager Information & Secretarial Services Department

This top management team should work, supported by guidance of a Sub-Committee of the Board, and by the advice of a small number of external advisors, in developing the initial Strategic and Operational Work Plans for JE:

- Develop a Mission Statement and Vision for the new organization
 - Set the key Objectives
 - Define the type and numerical figures of targets for the corporation
 - Refine the proposed Organization Structure (including headcount)
 - Identify major policy and other issues (including sectoral emphasis and target market emphasis)
 - Formulate branding, marketing and communications strategies
-
- Significant and sustained mentoring and internal capacity building/management development and training programs are needed for JE.
-
- JE needs to rapidly establish its credibility and authority as the national agency for enterprise and export development, and should be the channel through which all government funds for such activities are directed.
-
- JE cannot be self-financing (directly) and will need to be funded annually by central government (perhaps supplemented by various, once-off, donor programs)
-
- JE should be allowed to operate immediately to the proposed new Unified Personnel, Procurement and Financial Regulations.

- JE should build-up the expertise of its own project officers, in areas such as Project Appraisal and Diagnostics. However, it should out-source and financially subsidise key technical functions (such as in-depth Diagnostics, Implementation Projects, etc.) to competent the services provided by organisations such as BDC / TATWEER and others.
- JE should define its market of potential clients more comprehensively
- JE should embark on a significant awareness building program throughout Jordan
- JE should embark on a significant Image-building campaign
- JE should establish outreach offices in the large towns around Jordan
- JE should co-operate closely with JIB, especially in relation to sectoral competitiveness issues, market research activities and to the establishment and utilisation of overseas representative or wholly-owned offices
- JE should collaborate closely with JAED regarding national policy and competitiveness issues

4.2 The Current Position

The old JEDCO building became the operational location for both the EJEP and JUMP Programs from the summer of 2006.

The CEO of JE was appointed last October.

Although these events are positive, they have not led, and will not – in themselves - lead to a full integration of the various programs under the auspices of JE.

Most of the recommendations set out above have still to be enacted. They are still valid recommendations, but their implementation has become more urgent.

4.3 Developing Short Term and Long Term Plans

At a practical level, it is recommended now that the CEO and senior managers in JE should, with significant on-going guidance and assistance from SABEQ experts, prepare a detailed short-term Work Plan and interim Corporate Structure, while, in parallel, developing a more strategic medium-to long- tem corporate plan.

ANNEX 9 (Discussion Points with Jordan Enterprise) – prepared by SABEQ Consultant Mutaz Al Taher - set out an indicative Timetable for this team-building and work planning process.

4.3.1 Short Term

Key to JE's credibility and status with government; the private sector and other stakeholders, is its ability to deliver meaningful results.

In the *immediate future*, JE should gear itself up to be able to influence the achievement of a *targeted increase in Jordanian exports*.

If necessary, this could be regarded as a Pilot Program for the new organisation, to be rolled out and expanded in the future, as resources permit.

The management of JE should work within the resources that it has, for the time being.

It is especially recommended that SABEQ appoint a “mentor” from within its staff, who will support the JE management in “fleshing-out” the Short Term Work Plan, and will – on a monthly basis - monitor and evaluate progress on the way to achievement of the targeted results, and provide technical support.

It is understood that the new CEO of JE and his colleagues have already done some preparatory work in this direction. That is a good starting point, and should be built upon.

Building a team spirit, a spirit of sharing a common vision and working together seamlessly across different departments, was identified by the CEO of JE as a key immediate issue. Accordingly, SABEQ responded by organising and hosting two important workshops. Mutaz Al Taher delivered two one-day workshops for technical staff of JE. 36 out of JE's total of 50 technical staff participated in these workshops. The main “theme” of each workshop was the development of personal strategic and development plans. Interwoven with development of personal plans was the theme of working together in teams to create strategic plans for Jordan Enterprise Corporation itself. (*ANNEX 10 provides the Schedule of Topics for the Workshops.*)

The CEO of JE was keen to make use of these workshops to identify “Angels of Change”. The workshops provided an opportunity to identify a small group of participants (“Angels of Change”) who could later be appointed to a task force on the process of developing the strategic and operational plans for JE.

The “Angels of Change” – identified during the Jordan Enterprise Team-Building Workshops held at SABEQ’s Training Centre on 17th and 18th January 2007, could be assigned to work on this Short Term Planning process. However, they must not be left “alone” but must receive full involvement and support from JE’s current senior management.

Key activities in the development of the short- term work plans should include:

- JE to do full, in-depth and in-market, research on (current) export markets that have the potential to be the source of significant incremental business for Jordanian firms in the short term. The AMIR Report in May of 2006 set out some useful guidelines on this.
- From this, identify those Jordanian firms that are already supplying into those markets.
- Identify other Jordanian firms that might (potentially) be able to succeed in exporting to those priority markets.
- Meet with the senior management of all the selected firms, and discuss and agree the services and support that JE can provide. Use the opportunity, also, to learn from the practical experience of these private sector companies
- From this, set out mechanisms by which JE can deliver the needed services and support. If necessary, temporarily re-structure or re-group (on a Task Force basis) within JE if necessary to achieved these highly-focussed results.
- Collect accurate and appropriate Baseline Information (to be used to measure and evaluate progress over the next year so).
- Implement the support services according the Short Term Work Plan, allowing for some “mid-course corrections” if necessary.
- Monitor and Evaluate progress.
- As a similar task, but starting from the point of those Jordanian firms that are the largest exporters (irrespective of markets) list out who are the top 20 Jordanian exporters, categorised according to manufacturing, food processing, commodity traders, foreign owned companies, service industry companies, etc.
 - Meet them
 - Learn from them
 - Help them to reach their (quantified) business expansion and export goals

4.3.2 Parallel, Longer-term Preparation and Planning

Develop long term objectives, for achievement over a period of three years or so, expressed in the form of goals such as:

- Increase in exports by Jordanian firms
- Number of Jordanian firms assisted with Capability of Capacity-Building assistance.
- Within this, set targets for the increase in output of these firms
- Number of High-Potential Start Ups assisted
- Targets for the National Linkages Program

Other goals, such as:

- regional impact
- women in business,
- growth in the annual spending by Jordanian companies on R&D
- other goals can be established

This is one particular area in which it will be useful and informative to use benchmarking against similar organisations internationally.

A starting point will be the assembly and gathering together of all relevant Reports and Statistics, recent Plans, and similar information. Final Reports produced by the EC-Delegation, EJADA, AMIR, and others are key, as are Annual Reports produced by JUMP, EJEP and JEDCO.

These documents and Reports must be studied, analysed and lessons learned, in order to prepare for the future.

The Planning Team should make use of the Matrices set out in the AMIR Report of May 2006.

Benchmarking is particularly relevant here, and may help the Team to brainstorm on additional goals, services and activities.

As part of this more strategic planning process, one task for the management of JE is to consider the various components and services of JE (*as a corporate business entity*) under the following headings:

- *Production (Services)*
- *Marketing*
- *Finance*
- *Administration*
- *Strategic Planning*

ANNEX 8 sets out some reference notes on World Class Standards. JE must constantly think in terms of the overall loop:

- Services (and their delivery mechanism, staff –professionalism and motivation)
- Clients (expectation, real needs, actual needs, how those needs get to be fulfilled, whether or not JE can actually do anything for the client – i.e. is the client ready and capable to benefit from the assistance, etc.)
- Outputs/ results (what results to be tracked, how to monitor them, pre and post-delivery measurements)
- Monitoring and Evaluation, Performance Measurement Systems
- Improvements

4.4 Some additional Recommendations

4.4.1 Review the current organizational situation

The top managers at JE have drawn up an initial proposed Organization Structure. SABEQ advisors have recommended some changes to that Structure. Assuming those recommendations are “taken on board” the top management at JE should carry out a comparison / mapping activity. Management should draw up a *current Organizational Structure Table* setting out the full “constellation” of the JE family today, listing who does what, employees, results being achieved, etc.

JE should map this out on to an activity matrix structure; a results matrix, and a salary-scale matrix structure. This process will assist top management in help management in determining, accurately, the full range of activities that are going on, areas of overlap, gaps in services, skills, administrative and financial issues etc.

4.4.2 Hold Further Cross-Component Shared Vision Workshops

Building on the success of the two Workshops held on 17th and 18th January, further Cross –Component Workshops, Briefings and allocation of Tasks are recommended.

Allied to this is a recommendation that significant benchmarking of international best-practice models of Enterprise and Export Development Organisations be carried out.

JE could learn a lot from such benchmarking, at all levels, including:

- Image Building

- How to Provide Relevant Services (including Information Services)
- How to Encourage Industrialists to become more ambitious themselves and to want to accelerate the growth of their companies
- Understanding sector-dynamics – on a world-wide basis
- How to improve competitiveness
- How to increase market share
- And many other topics

4.4.3 Engage the Stakeholders, Donors and Support Organisations

Top Management of JE (supported by the “Angels of Change” Task Force) should consult with the Steering Committee of the Board, with relevant stakeholders and with a wide range of support / donor organizations, possibly including:

- Individual (private sector) Board Members
- Chambers of Industry and Trade
- Business Associations
- EC Delegation (generally – for past Reports - and specifically regarding the forthcoming EJEP Integration Project)
- USAID
- World Bank
- MIGA
- GTZ
- UNIDO
- EIB
- Japanese
- Other donors
- Government ministries (such as MOPIC) or others
- Universities
- Major financial institutions
- Key service providers such as transportation service providers

Such an open process will enhance the credibility of JE, and may elicit some supplementary, useful advice and assistance.

Allied to this process is a process of JE establishing new, perhaps more formalized, relationships with:

- JIB
- JIEC
- JAED
- Individual Chambers of Commerce

- Individual Chambers of Industry
- Other key “counterpart organisations”
- Private industrial estate developers
- Business Development Service Providers – especially the BDC / Tatweer Program

4.4.4 Secure Adequate Funding

When the Short and Long Term Corporate Plans are finalised, the CEO of JE must make an outstanding effort to secure adequate funding.

As stated before, most of the funding must come directly from government. Nevertheless, it is an exercise worth doing –for the internal Task Force to brainstorm on identifying innovative ways for JE to secure outside / stable funding – possibly by sponsorship, by charging fees for services, maybe even (long-tem) by making equity investments of its own in its client companies, etc.

The CEO must enlist the support of influential “Champions” (possible private sector as well as public sector) to convince the government to allocate (unequivocally) adequate money to Jordan Enterprise.

A sub-set of this funding issue is the situation regarding salary scales for employees of JE.

Despite advice from donors and others over the past five years, the government has failed to realise the necessity to provide attractive (private-sector oriented) salary scales to employees in Jordan’s key economic development entities.

The CEO of JE must find ways of leveraging pressure on government to resolve this key matter. The proposed Personnel Bylaw is held up within the government. One must ask the simple question – why?

ANNEX 1: Export Promotion Menu

Major Export Promotion Activities and Measures (as used by Export Promotion Bodies worldwide)				
Activity	Description	Benefits	Delivery	Comments
Financial support for export marketing activities by companies	“Cost Sharing Grant Scheme” (CSGS) for eligible activities through an authorized agency or institution. Approved against applications supported by export marketing plans. Can be used for in-market activities and in-country activities such as certification, promotional materials etc.	Helps companies plan and execute export marketing activities. Improves quality of export marketing planning; market research etc. Improves companies’ chances of achieving business.	Requires funds, an empowered institution and a transparent and robust evaluation process. Benefits greatly from advisory services to companies to prepare marketing plans and realistic applications.	Care is required to ensure that the scheme does not contravene State Aid rules under WTO.
Export Marketing Consultancy	Expert advise to companies on how to approach exporting	Helps companies make soundly based decisions on target markets and in planning activities	Requires an “Export Advisory Service”, usually delivered by an Export Promotion Agency. Requires skilled and experienced staff	Technical assistance from international donors is frequently provided to such agencies in transition countries.

Participation in international Trade Fairs	Organization of National or Group Stands at suitable events	Provides an affordable platform for companies to meet buyers and study competition. Raises the national profile.	Requires funds, a policy context to decide which Trade Fairs to enter and a process to canvass and select participants.	
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Activity	Description	Benefits	Delivery	Comments
Outward Sales Missions, usually organized by Export Agency – sometimes led by Govt. Ministers.	Visits by a group of companies to an Export Market to identify business opportunities	Provides companies with sales and research opportunities in a supportive environment.	Needs to be professionally organized, ideally with pre-researched and pre-arranged meetings for each company	Widely used activity by Export Agencies but needs in-market office or very close local associate to do it properly. Costly
Inward Buyer Missions	Bringing existing or potential buyers from export markets to visit companies	Provides a valuable opportunity to demonstrate company capability, build personal relations with customers and learn about new opportunities (and threats). Also a chance to showcase the country.	Very difficult to organize; requires close contact with buyers and presents logistical problems to find common availability etc. Buyers usually unable to accept direct invitation from suppliers but may do so from a Govt. Agency.	Can be effectively arranged to coincide with sporting events. For example companies can invite customers/potential customers from a market to coincide with international sports events between Serbia and that country.
General Market Research	Market overviews, trends etc. in	Provides data on which companies can	Can be purchased from international	Many Export Agencies provide such a service

Product or Country Branding	Program to raise profile/image of country or product sector from country	Background support for the marketing efforts of companies. Raises buyer/consumer awareness.		
	target export markets	base their export strategies.	databases; some information is available without cost (internet etc.)	through an Export Information Center. ITC provide some technical and practical assistance, as do donors.

Activity	Description	Benefits	Delivery	Comments
Market/Industry Sector Research	Information on specific market sectors – size, trends, distribution channels, margins, competitors etc.	Provides companies with basis for a detailed marketing plan to penetrate a market	Needs to be mostly sourced in the market.	Ideally is done by in-country office of Export Agency. Can be purchased from local (in-market research companies but good information is expensive). Needs expertise to write the research brief.
Trade Information	Customs regulations, documentary requirements etc. for entering specific export markets.	Helps companies avoid/reduce border delays and costs.	Is available from the customs and other relevant authorities in each customs area and from central sources	Can usually be provided as part of an Export Information Center service.

Activity	Description	Benefits	Delivery	Comments
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Product or Country Branding	Program to raise profile/image of country or product sector from country	Background support for the marketing efforts of companies. Raises buyer/consumer awareness.	Needs professional advice and a well thought out approach. Must be coordinated at take all interests into account.	Potential to waste a lot of money unless properly focused. substitute for good marketing practice.
Export Credit Insurance	Financial facilities to cover/facilitate transactions	Enables companies to access finance on attractive/competitive terms	Delivered by a specialist agency or financial institution.	
Exporter Training/Awareness	Programs to improve understanding of export practices and procedures. Typically delivered in group format	Good way to improve foundation level skills of companies. Opportunity to raise Ministry/Agency profile in regions. Opportunity to build alliances with regional bodies.	Best delivered by professional trainers with good understanding of the practical aspects of exporting.	Can be a valuable contribution by Export Agency if such services not otherwise available or affordable.

Export Directory	Details of products and companies available for export	Convenient means of spreading information	Produced by Export Agency; increasingly based on electronic format rather than paper.	High maintenance cost. Distribution an issue Sponsorship opportunity.
Export Guides	Publications addressing main export related topics	Disseminates information in a relatively cheap format	Prepared and Distributed by Export Agency	Models exist and can be adapted for local use.

		Raises profile of agency Supplements training		
Training for Commercial Attaches	Improve effectiveness of embassy network for export promotion by raising skill level of attaches	Provides an in-market resource for companies and Export Agency	Needs formal agreement with Foreign Ministry and commitment to release attaches for training	Always a sensitive inter-Ministry area but potentially important and valuable export resource.
Export Awards	Award bestowed to recognize export achievement and good practice.	Raises profile of exporting. Builds relations with companies Encourages companies to adopt good practice	Can be partnership between Ministry, Export Agency, Chamber etc. Application and adjudication process required.	

Activity	Description	Benefits	Delivery	Comments
Design Services	Advice on how to adapt product design and packaging to meet market needs (tastes and regulations). Advice on promotional materials, websites etc.	Improves marketability of goods and enhances companies' image and credibility with potential customers.	Specialist advice on approach to design issues from within Export Agency. Actual design services contracted to specialists	This is a technical area and requires specialist knowledge for product/packaging advice. Assistance with promotional materials, websites etc. is less technical but very important.
Language Appraisal	Program to assess/improve foreign language capability of	Improves communication between company and marketplace	Administered through Export Agency but can be	Only required in case of market failure. Often a regional issue.

	exporters		sub-contracted to specialists	
Placement/Internships	Provide companies with services of a qualified export marketing graduate as an additional resource	Gives companies access to professional expertise Gives recent graduates practical experience.	Administered through Export Agency in collaboration with colleges, faculties etc.	Especially valuable for SMEs.
Domestic Exhibition Centers	Permanent display of exportable products.	Low cost “shop window” for exporters.	Initiated by Export Agency and managed by Exhibition Company (cost recovery).	

ANNEX 2 PRIORITISING CLIENTS INTO FOUR MAIN CLASSES

Class A; will be JE’s priority clients. They are relatively well established, export ready companies or close to being export ready. Most will be already exporting at least to some regional markets and will have plans to expand or deepen their export market coverage.

JE will work with these companies to help them define their export marketing objectives and prepare and implement their export marketing plans. Class A companies will help JE develop sector export developmental initiatives.

Class A Clients should represent 10-15% of the JE client base. However they should receive 50-60% of total JE resources – time and money.

Class B; these companies are of interest to JE and have the potential to be successful exporters, while at an earlier stage of readiness than those in Class A.

They may be constrained by factors such as certification issues, a need for technological improvement or market access; however they have an interest in exporting and have at least outline export plans, although these may not always be realistic.

They are targets for activities such as training, market studies and sector initiatives and can also receive consultancy as appropriate. JE will maintain regular contact and monitor their progress with the intention of developing them into Class A clients.

Class B clients will likely constitute about a further 0-15% of the client base. They should receive about 25% of total JE resources.

Class C; companies in this category will have low export potential, due to either a lack of competitiveness, inadequate management or insufficient technical or financial resources. They will however be eligible for JE assistance through its general information and training services.

Class C companies can be classified as “reactive” for JE. This means that although the Organization will respond to requests for assistance they will not be explicitly targeted for JE activities. They will however be included in mail-outs or other communications.

Class C companies may constitute about 50% of total JE clients but should receive less than 20% of JE resources.

Class D; this category covers companies with whom JE will have little contact because the Organization cannot make much impact on them. It includes

commodity traders, wholly foreign owned companies with no independent marketing function, or large companies that are self-sufficient in export marketing activities and beyond the range of JE assistance.

This category falls outside the strict definition of JE’s client base and no resources should be allocated, other than under special circumstances. However JE may wish to consult with or involve such companies in sector development activities.

ANNEX 3 CHECK-LISK FOR PRIORITISING CLIENTS

Check - List to help categorize companies into High, Medium or Low priority Clients for Export Development:

- Nature of business
- Percentage of capacity utilized
- How old is plant and equipment?
- Employment
- How long is the business established?
- What has been its track record to date? (Home markets sales, exports, profitability)
- Where does it rank within its sector in Jordan?
- What growth has been achieved?
- Does it have access to funds to invest in marketing or for expansion?
- Are other companies in the sector exporting?
- What percentage of sales are exports?
- Does the company have an Export Marketing Plan?
- Does it have an export department or someone with specific responsibility for exports?
- Have they undertaken export promotion activities to date?
- What results were achieved?
- What export targets does it have?
- Does management impress as understanding the company's competitive position?
- Does the management impress as understanding markets?
- Are there problems concerning access to finance, production equipment, access to raw materials, skills of its workforce?

ANNEX 4: Benchmarking Organization

Ireland	Enterprise Ireland	Serves to accelerate the development of world class Irish companies to achieve strong positions in global markets resulting in increased national prosperity.	http://www.nsd.ie/htm/home/home http://www.austrade.gov.au/ Organizational Structure: http://www.austrade.gov.au/publications/ExecutiveStructure.pdf?1160031013223
Australia	Australian Trade Commission AusTrade- (statutory agency)	Statutory agency reporting to Ministry of Trade. Provides advice, market intelligence and support to Australian companies.	
New Zealand	New Zealand Trade and Enterprise	New Zealand national economic development agency. Aims to grow New Zealand's economy by boosting the capability of businesses and regions and facilitating their sustainable and profitable participation in overseas markets.	http://www.nzte.govt.nz/section/13/35.aspx Organizational Structure:
Singapore	International Enterprise Singapore (IE Singapore)	Focused on enterprise promotion, cluster development, building a knowledge economy, etc. Strong private sector orientation. Headed by BOD, chairmen.	http://www.iesingapore.gov.sg/wps/portal
Malaysia (three separate agencies)	Malaysia External Trade Development Group (MATRADE) National Productivity Corporation (NPC) Small and Medium Industries Development Corporation (SMIDEC)	MATRADE is the external trade promotion arm of Malaysia's Ministry of International Trade and Industry (MITI). Functions as a focal point for Malaysian exporters and foreign importers to source for trade related information. NPC contributes significantly towards the productivity and quality enhancement to sustain the nation's competitiveness in the global economy; Providing value-added information on productivity, quality, competitiveness and best practices through research activities and databases SMIDEC is A specialized agency to further promote the development of Small and Medium Industries.	Www.npc.org.my Www.smidec.gov.my

▪ **Australia**

Organisation overview

The Australian Trade Commission (Austrade) is a statutory agency within the Portfolio, established by the Australian Trade Commission Act 1985. [Foreign Affairs and Trade](#) Austrade's Chief Executive Officer (CEO) Peter O'Byrne reports directly to the Minister for Trade, the Hon. Warren Truss MP.

To clarify the Government's expectations for Austrade the Minister for Trade

To demonstrate an understanding of and commitment to the [Statement of Expectations](#) issues a

The Statement of Intent [Statement of Intent](#) expectations of the Minister, the CEO replies with a outlines how the CEO intends to meet the expectations of the Minister and complements the longer term planning that Austrade undertakes.

Austrade's mission is to contribute to community wealth by helping more

Australians succeed in export and international business by providing advice, market intelligence and support to Australian companies to reduce the time, cost and risk involved in selecting, entering and developing international markets. In addition Austrade provides advice and guidance on overseas investment and joint venture opportunities.

scheme which [Export Market Development Grants](#) Austrade also administers the provides financial assistance to eligible businesses through partial reimbursement of the costs of specified export promotion activities.

Austrade is represented in more than 140 overseas locations in over 60 countries and in Australia. Austrade's domestic network comprises 18 Austrade offices and 54 Tradestart offices including 8 Export Hubs.

▪ **Singapore**

International Enterprise Singapore (IE Singapore) is an agency under the Ministry of Trade and Industry spearheading Singapore's efforts to develop its external economic wing. We were formerly known as the Singapore Trade Development Board.

Mission and Vision

We offer a wide range of services in over 35 locations worldwide by using a "3C" framework of and assist [market information](#) assistance - Competency, Connections and Capital. We provide and find overseas partners. [business capabilities](#) enterprises to develop their

At the same time, IE Singapore works to position Singapore as a base for foreign businesses to expand into the region in partnership with Singapore-based companies. Singapore's unique advantages of strategic location, stable government, competitive workforce, and pro-business environment make it the ideal launch pad for globalisation.

With our growing presence in over 35 locations worldwide and experience as the former Singapore Trade Development Board, IE Singapore is uniquely equipped to help companies succeed. We assist Singapore-based companies to build up their business through the work of five key business groups, namely the Corporate Group, Enterprise Group, International Operations Group, Capability Development Group and Trade Promotion Group.

Corporate Group

The Corporate Group is organised into eight industry clusters and their aim is to work with these industries in developing their presence outside of Singapore. The eight clusters are:

Business Services Division

- education
- healthcare
- printing and publishing
- professional services
- financial services
- exhibition services
- media and broadcasting

Infrastructure Services Division

- real estate development and management
- construction and engineering
- transportation infrastructure
- marine and heavy engineering
- hospitality services (hotels, resorts & serviced apartments)

Environmental Services Division

- water and wastewater management
- solid waste management
- pollution control

Lifestyle Division

- food services
- F&B manufacturing
- furniture
- retail
- wellness
- textile & apparel

Transport & Logistics Division

- logistics/supply chain management
- air transport services
- sea transport services
- land transport services
- warehousing/storage services
- e-logistics services

International Trading Division

- energy commodities and products
- agricultural commodities and bulk edible products
- building and industrial materials
- consumer products
- industrial products
- machinery components
- minerals
- electronics and electrical products

Electronics & Precision Engineering Division

- aerospace
- automotive
- consumer electronics

- communications
- medical technology

Info Communications Technology Division

- e-government
- e-services
- financial software
- telecommunications
- wireless applications

Enterprise Group

The Enterprise Group (EG) manages and develops services for Singapore-based companies wanting to internationalise. To ensure the effective and efficient delivery of services, the group has a Customer Service Centre, Enterprise Services Unit, Web Services Unit, Customer Research Unit, Business Development & Marketing Unit, and a Resource Centre.

The Customer Service Centre is the first point of contact for all companies requiring assistance from IE Singapore. It is supported by the Enterprise Services Unit that provides assistance to more complex customer needs. The Web Services Unit manages IE Singapore's online services that allow companies to access to information and e-services around the clock.

To ensure IE Singapore remains relevant and effective to its customers, EG conducts customer research to gain better insights into the needs of the local business community for IE Singapore's product and service development. It also establishes partnerships with business associations and chambers to expand its reach to the business community; organises regular seminars to raise awareness on IE Singapore's assistance programmes and equip businesses with relevant and up-to-date market information; engage customers on a regular basis to better understand their business needs; and continuously update them on IE Singapore products and service offerings.

is equipped with an extensive collection of print and [Resource Centre](#) The electronic business resources including market and industry information, business contacts, trade statistics, export regulations and tariff information. The Resource Centre is located at IE Singapore headquarters, Bugis Junction Office Tower.

International Operations Group (IO)

The International Operations (IO) Group's primary role is to provide in-market assistance to Singapore-based companies expanding overseas. Armed with in-depth market knowledge and experience, the IO Group and IE Singapore's extensive network of Overseas Centres help enterprises identify and develop opportunities in overseas markets for exports, overseas investments, joint ventures and other business alliances. In addition, the Group can help enterprises understand local business conditions and regulations.

IE Singapore's Overseas Centres (Ocs)

IE Singapore has a large network of Overseas Centres (OCs), Honorary Business Representatives (HBRs) and Business Advisors in over 35 locations worldwide. More than half of IE Singapore's OCs are located within the proximity of a 7-hour flying radius from Singapore, based on the demands and needs of the Singapore-based companies that we assist. Our Ocs are staffed with experienced Singapore-based and local personnel who are equipped to provide market intelligence and on-the-ground business facilitation services to enterprises. This includes

our HBRs, who provide valuable ground knowledge and experience in their respective regions, coupled with their extensive connections. They complement the services provided by IE Singapore's overseas centre by serving as useful points-of-contact for any assistance that Singapore-based companies may need in markets where they are based in or are thinking of expanding into.

Capability Development Group

The Capability Development Group prepares Singapore-based companies for global challenges by focusing on competencies that would gear them up for internationalisation (branding, design, distribution, international manpower development and intellectual property). Whether at the initial or advanced stages, IE Singapore can equip companies going overseas with the means to acquire the necessary attributes for international success. This Group also seeks to enable Singapore-based companies to gain access to capital and build up financial management capabilities for overseas expansion.

Trade Promotion Group

The Trade Promotion Group has two key roles - to promote Singapore as an international enterprise hub and to enhance the export competencies of Singapore-based companies. The Group comprises two divisions, namely the International Partnership Division (IPD) and the Export Promotion Division (EPD).

IPD looks at attracting foreign governmental, trade and economic bodies to set up their economic regional centres in Singapore for facilitation of business cooperation between foreign and local companies. It also looks at drawing in foreign SMEs to hub in Singapore and partnering them with Singapore-based companies to venture into the region. This is achieved by establishing foreign SME incubators, managing the IE Hub programme, and overseeing the Representative Office system.

The objective of EPD is to promote exports, especially that of nascent exporters.

To do so, EPD provides basic information on export practices as well as assistance to overcome technical barriers; facilitates better understanding of the FTAs to raise awareness and improve FTA utilisation among our exporters; assists our enterprises in acquiring overseas sales contacts; and creates networking platforms for companies to meet potential business partners and grow our international trade.

Our Subsidiaries

International Trade Institute of Singapore

The International Trade Institute of Singapore (ITIS) is an international consultancy and business development enterprise that helps businesses to develop effective business strategies encompassing market(s) identification and business matching. ITIS also customises business support services in the areas of focused missions, human resource training and country/product seminars. Their range of services includes developmental consulting, human resource development and training, business facilitation and e-learning service.

Singapore Information Services Pte Ltd

Singapore Information Services Pte Ltd (SIS) is a publisher of numerous trade directories, each focusing on specific industries. These trade directories are distributed through IE Singapore's offices worldwide and other channels to promote Singapore's goods and services overseas and

expand the export markets for Singapore companies. To further support the business communities, SIS set up INSIS.com, which enables both Singapore and overseas companies to buy, sell or request for quotations, proposals and information.

Malaysia

ABOUT NPC

The National Productivity Corporation (NPC) formerly known as the National Productivity Centre, was established in 1962 as a joint project between the United Nations Special Fund and the Federal Government, with the International Labour Organisation acting as its executing agency.

In 1966, the National Productivity Council (Incorporation) Act No. 19 was passed making the Centre an autonomous body. It was later amended as the National Productivity Council (Incorporation) (Amendment) Act A305 1975, to cater for expansion of the Centre's role. This act was subsequently amended as the National Productivity Centre (Incorporation) (Amendment) Act A801 1991.

With the Act coming into effect on 1 December 1991, the National Productivity Council became the National Productivity Corporation. In keeping with the expanded role of the Corporation, the Act was further amended to become National Productivity Corporation (Incorporation)(Amendment) Act 1995.

In accordance with the provisions under Section 7 of the Act, the functions of the Corporation are as follows:

- To lead in the promotion and dissemination of productivity related information and issues;
- To establish an information and reference centre for productivity indices for the country and for management systems and case studies;
- To generate local expertise in the field of productivity, quality, management and entrepreneurship;
- To enhance the development of human resource both at the supervisory and management levels in the country;
- To advise on and coordinate the implementation of programmes and activities related to productivity and quality;
- To assess and certify supervisory and management training programmes, entrepreneurship programmes and productivity and quality management programmes conducted by the private sector for the public;
- To conduct training or other programmes relating to productivity, quality, management and entrepreneurship;
- To provide consultancy services relating to productivity, quality, management and entrepreneurship;

- To collect, produce and publish information on productivity, quality, management and entrepreneurship and other related matters;
- To carry on business undertakings for the purpose of the discharge of its functions under this Act with the approval of the Minister;
- To report annually to the Minister on the progress and problems of raising productivity in commerce and industry and to make recommendations on the manner in which such problems may be dealt with; and
- To do such matters and things as may be incidental to or consequential upon the discharge of its functions under the Act.

Vision, Mission & Objectives;

Vision

To be a world-class productivity and quality institution.

Mission

To contribute significantly towards the productivity and quality enhancement to sustain the nation's competitiveness in the global economy.

Objectives

-Our corporate objectives are:

Providing value-added information on productivity, quality, competitiveness and best practices through research activities and databases;

-Developing human capital and organizational excellence for building a knowledge-based society through training, systems development and best practices;

-Nurturing innovative and creative culture through P&Q promotion and partnership programs.

Enterprise Ireland

Mission Statement

Our core mission is to accelerate the development of world - class Irish companies to achieve strong positions in global markets resulting in increased national and regional prosperity.

Our Strategy 2005-2007

Irish industry is at a crucial point in its economic development. Our clients now face new and different challenges. What is now needed is high-value knowledge-intensive activities that can support high-value jobs and relatively high wage rates. The companies that provide these jobs are intensely market-focused and innovative firms, providing new and sophisticated products and services at competitive international rates. While Ireland has begun this journey future Irish economic success lies in the research, commercialization, production and sale of

higher value added products and services to worldwide markets.

To be successful in this new competitive environment companies will have to embrace a new type of business model where market knowledge and innovation will increasingly determine success in export markets.

The challenge for Enterprise Ireland and our clients is to effectively develop into an innovative, productive and scaled enterprise base, one that generates knowledge-driven, high value added activities and incomes for Irish people.

The outcome of our overall strategy will be to maximize export sales through the utilization of applied research, technology and innovation while ensuring economic development is achieved in a regionally balanced fashion.

Our Targets and Impact Measures

€3 Billion New Export Sales over the next three years

Double to 1,050 the Number of Firms Engaged in Meaningful R&D (in excess of €100,000) by 2010

Support the Creation of 210 New High Potential Start-Up (HPSU) Companies nationwide (by year end 2007)

Drive Export Readiness by Implementing Productivity and Competitiveness

Improvement Projects in 300+ firms (by year end 2007)

Jordan Enterprise

Vision, mission, objectives and strategies

(Taken from Report done by Rasim Abderrahim June 2006.)

The Jordan Enterprise Development Corporation (JE) was established by a decree of the council of ministers on 12 June, 2003 to legally replace the Jordan Export Development and Commercial Centers Corporation (JEDCO). The Administration of JE defines the overall goals of the Corporation in “Trade Promotion”, “Export Development”, “Enterprises’ and Companies’ Development”, and “JE’s Organizational Performance Improvement and Development”.

Vision

JE’s Administration identifies the Corporation’s vision to be as follows;

“Be Jordan’s leading institution for upgrading the industry and promoting Exports”

Mission

JE’s Administration identifies its mission as follows;

“Developing Jordanian enterprises and companies to improve their productivity and competitiveness, by adopting high technical methods, skilled and competent staff to benefit:

society: through creating sustained economic development and welfare;

clients: create value business solution;

people: through the creation of meaningful jobs; and

staff: with opportunities to innovate, contribute and maximize their potentials.”

Objectives

JE’s Administration identifies ten objectives for the Corporation;

Develop a Comprehensive Trade Promotion & Export Plan.

Regulate and Manage Export Strategies.

Participate in International Trade Fairs & Road Shows and Organizing Trade Delegations.

Increase the Volume of Exports through Enhancing the Competitiveness of Enterprises.

Establish Trade Centers Abroad.

Enhance Ties with International Trade Related Organizations and Broaden Export Benefits Through New Trade Agreements.

Increase Companies’ Productivity and Improve the Quality of Production.

Carry out JE’s new mission within its new legal and institutional framework.

Improve the efficiency and effectiveness of JEDCO by adopting modern administrative and technical methods.

Improve JE’s human resources management practices to enhance staff efficiency and performance.

JE’s Role in the Jordanian Economy

Jordan Enterprise plays an important role in implementing government policies to further develop Jordanian exports. JE also assists enterprises to expand the geographic distribution of exports, and to improve the quality and value added of Jordanian goods and services.

In recent years, JE has been actively involved in assisting Jordanian exports through its participation in international trade fairs and exhibitions, along with organizing promotional weeks and trade delegations. In addition, JE has been implementing technical support programs for manufacturing and service industries, and has been providing up-to-date trade and export related information to companies. JE's activities and programs have significantly enhanced Jordanian exports and have strengthened Jordan’s presence in both traditional and non-traditional markets.

JE’s Main Strategies

JE’s Administration Identifies 32 strategies for the Corporation. These are:

Enhance world market shares of the core product categories.

Value addition.

Export Diversification:

Pursue with national alignment and focused resource application, selected developmental export opportunities where Jordan can achieve, a strong competitive edge.

Geographic Expansion:

Pursue in the less explored geographical locations, exports of Jordan’s core products categories and services and any other, but significant opportunities.

Traditional partner Countries:

Bilateral Trade Enhancement would be achieved with countries where Jordan traditionally/potentially enjoys close relationships.

Leverage International Trade Blocks / Agreements:

Enhance market access based on proactive and innovative management of current or emerging world economic / trading blocks and bilateral trading arrangements.

Adopt the National Export Strategy

Co-ordinate efforts of all organizations involved in implementing the strategy.

Monitor the implementation of strategy.

Selections of most appropriate specialized/sector based trade fairs

Organize trade shows in selected countries.

Organize trade delegations in selected countries.

Participate in international trade fairs.

Pursue enhancement of manufacturing and marketing capabilities.

Pursue efficiencies with a view to achieve value addition and increased competitive strength.

Promote Jordanian products in the market.

Identify trade opportunities & communicate them with potential Jordanian companies to work with.

Develop and enhance ties with business support organizations to help create partnerships between Jordanian private sector and their counterparts.

Conduct awareness campaigns and seminars to promote Jordanian exports.

Provide assistance for visiting Jordanian Businessmen.

Organize trade visits for incoming and outgoing trade missions.

Bolster ties with international trade organization in countries with which Jordan signed trade agreements.

Sign new agreements with potential export countries.

Maximize the benefits of existing trade agreements.

Enter in co-operation agreements with the international trade organizations.

Educate citizens to increase their participation (quality and quantity-wise) in various economic activities.

JE, in alignment with the supply chain management efforts of all partners, must help enhance the exporting and marketing capacity of the SMEs inclusive of adequate finance through the relevant financial institution and donor programs.

Promote the local economy in order to conform positively to the requirements of world trade.

Assist companies in developing production systems.

Assist companies in installing management and quality systems.

Assist companies in preparing business plans.

Upgrade the level of productive efficiency and promote the culture of quality and excellence in various sectors.

Export Promotion:

Export promotion covers electronic promotion, participating in international shows and trade fairs, trade delegations, market research and analysis, industrial studies,

Export Finance Schemes of the Islamic Development Bank (IDB), Export Credit Guarantee

Scheme of the Inter-Arab Investment Guarantee Corporation (IAIGC), and human resource development.

Electronic Promotion

Amman Trade Point (ATP);

The Amman Trade Point (ATP) was established at JE in co-operation with the United Nations Conference on Trade and Development (UNCTAD). It is part of a network of some 120 Trade Points in over 90 countries which are interconnected through the Global Trade Point Network (GTPNet) in Geneva. This network facilitates communication across borders and provides easy access to a wide range of international databases. Website:

<http://www.atp.jedco.gov.jo>

Product Map;

The Product Market Analysis Portal, or Product Map, consists of 72 web-based portals, each focusing on a particular industry and presenting extensive international trade data and market analysis tools specifically designed for organizations active in international trade.

Product Map gathers information for more effective international market research and business development on 72 industries ranging from agriculture machinery to cut flowers and wood products. Overall, 5,300 products (HS 6-digit) traded by over 180 countries are referenced in the Product Map website on.

Each Product Map presents:

Market positioning tools used for the quantitative analysis of international trade for the sectors covered by the Product Map in question.

Networking tools identifying potential business partners while providing potential clients with the required exposure

Market intelligence tools providing information and intelligence sources designed to help exporters and trade support institutions look deeper into international market trends and design better international marketing strategies.

Trade Map;

TradeMap offers on-line access to the world's largest trade database providing export performance indicators, information on international demand, competitive markets and products..

TradeMap operates in a web-based interactive environment and covers the trade flows (values, quantities, trends, market share, and unit values, both in graphic and tabular format) of over 220 countries and territories and 5,300.

TradeMap features includes:

Analysis of present export markets,

Pre-selection of priority markets,

Overview of competitors in global and specific markets,

Review of opportunities for product diversification in a specific market,
Identification of existing and potential bilateral trade with any partner country,
and
Information on tariffs and non-tariff barriers.

Jordan Virtual Exhibition (Jovex)

JE has developed the Jordan Virtual Exhibition which boasts profiles of members companies in addition to photos of their products and materials. (The following website can)<http://www.jovex.net> be consulted

Participation in International shows and Trade Fairs

Trade fair activities represent a key function of JE's promotional portfolio through which it introduces Jordanian products to foreign markets. JE organizes the participation of Jordanian exporters in up to 20 international general and specialized trade fairs. It also organizes a number of Jordanian promotional weeks in selected markets. These integrated promotion programs attempt to reflect the entire scope of Jordan's dynamic growth and development in areas of industry, tourism and culture in co-ordination with the appropriate Jordanian institutions.

Trade Delegations

JE has been very active in organizing trade missions abroad and buyer-seller meetings in selected markets. In addition, JE has facilitated trade delegations to Jordan from Arab and other countries of the world.

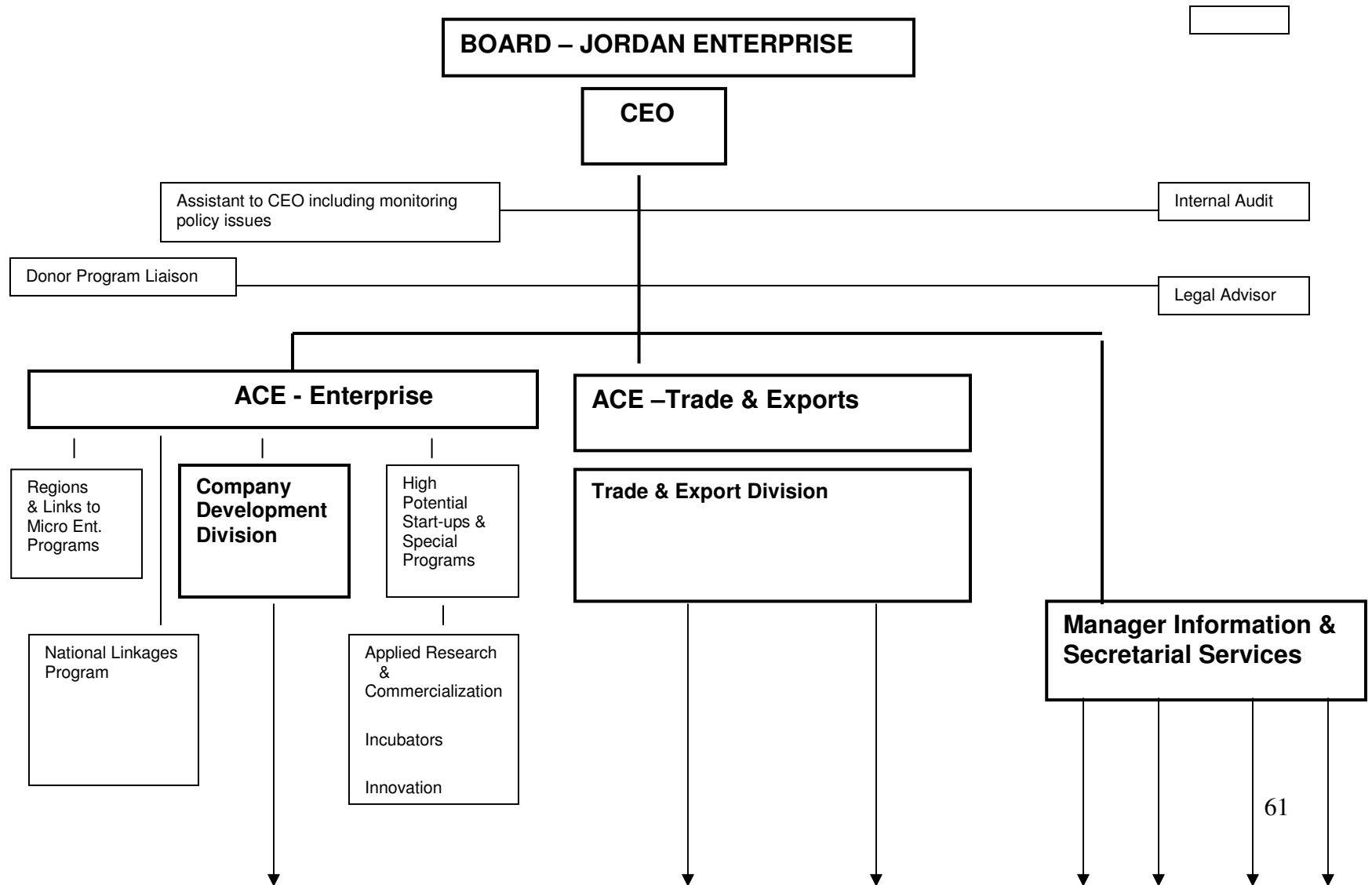
Industrial Studies:

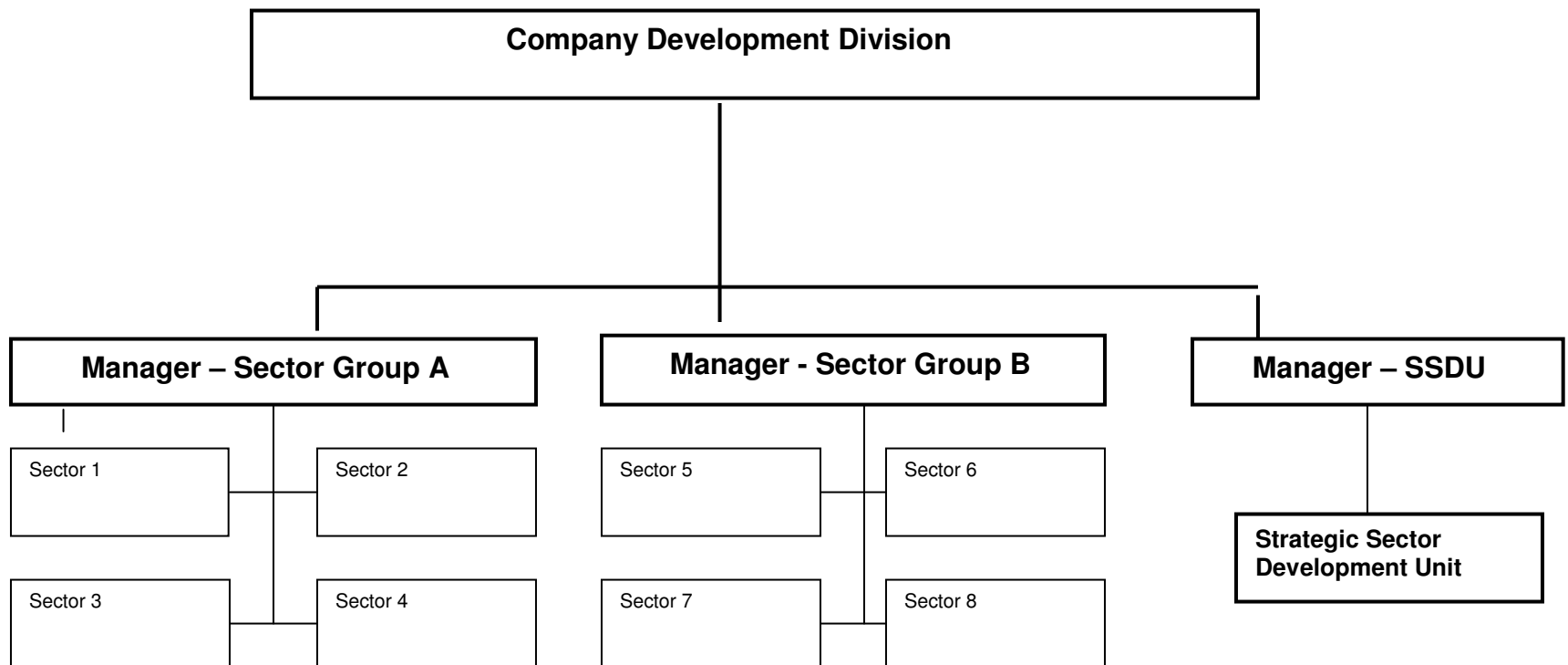
JE has prepared a number of sectoral studies covering printing, packaging industries, clothing and textiles, food processing, engineering, and traditional and handicrafts industries.

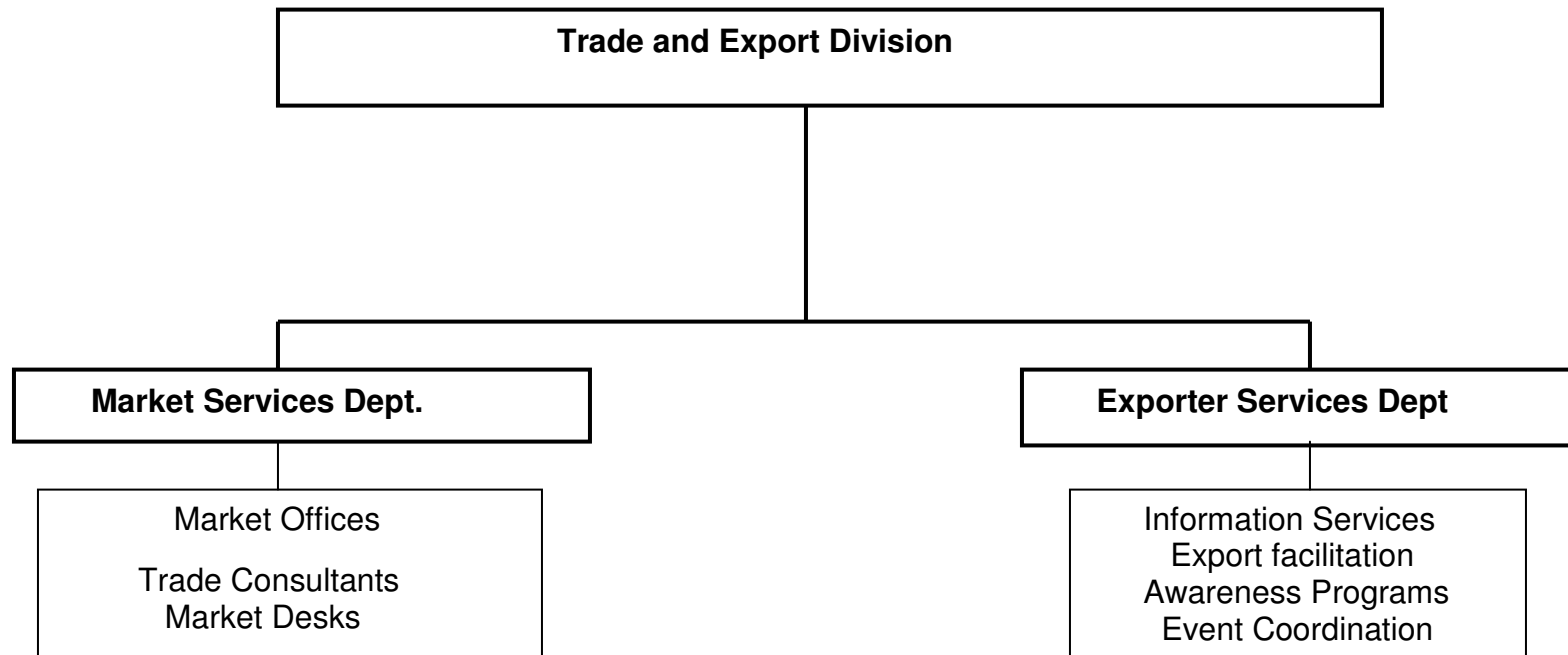
The studies aim at the evaluation of the industrial sectors with respect to their technical capabilities. These studies also uncover the main barriers facing their exports, identify priority sectors, and prepare action plans to improve their overall performance and international competitiveness.

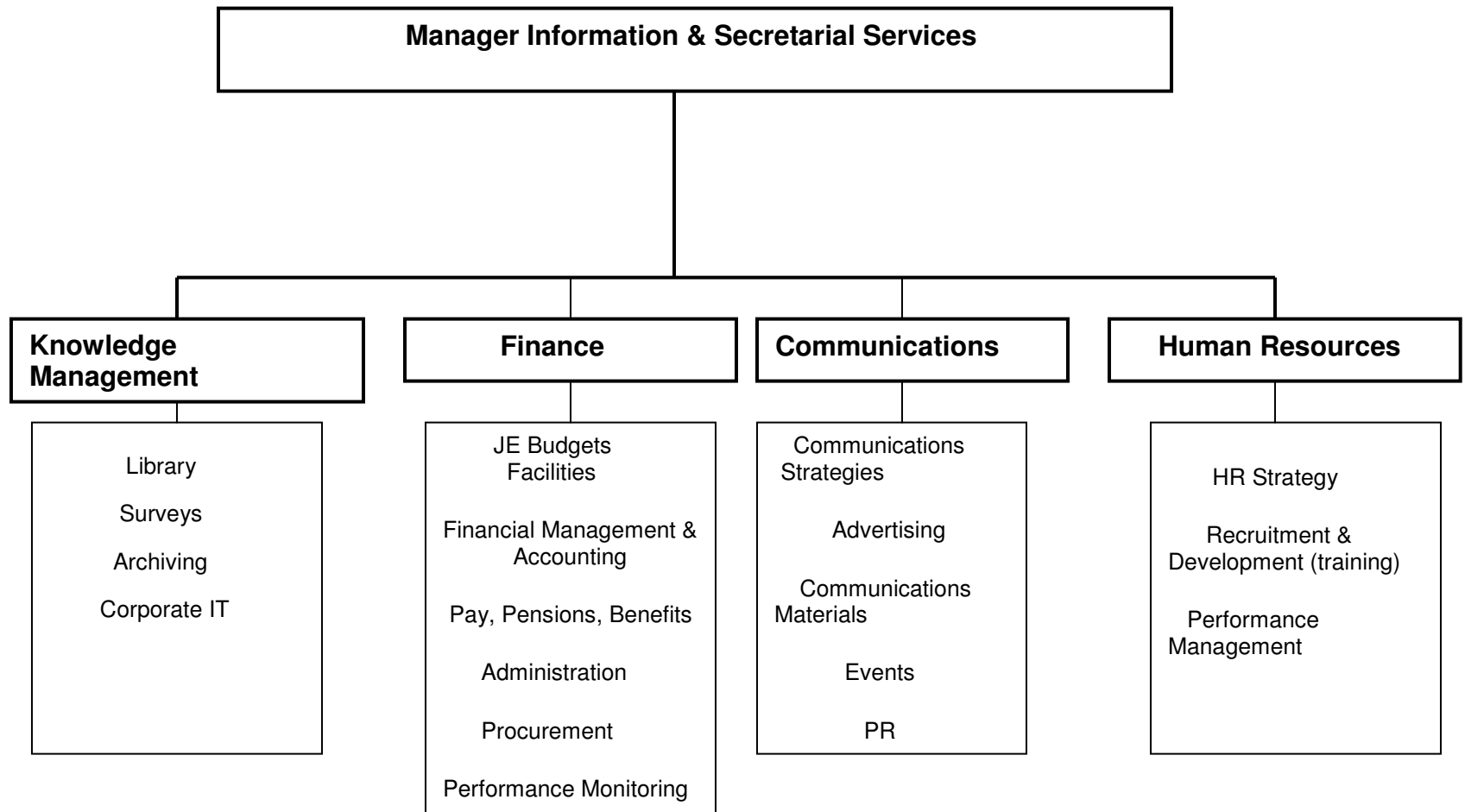
Proposed Organizational Structure for JORDAN ENTERPRISE

(Originally proposed by AMIR in April 2007)

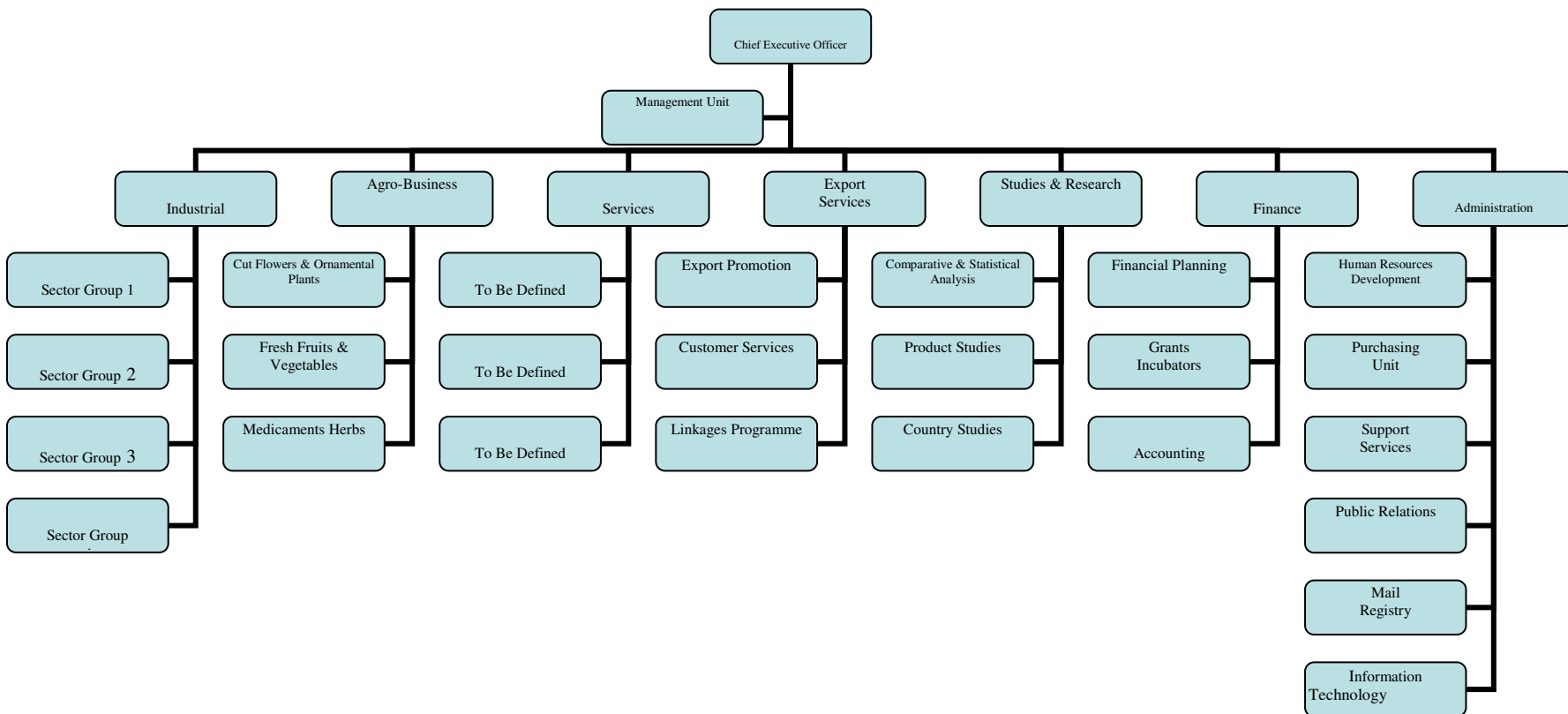


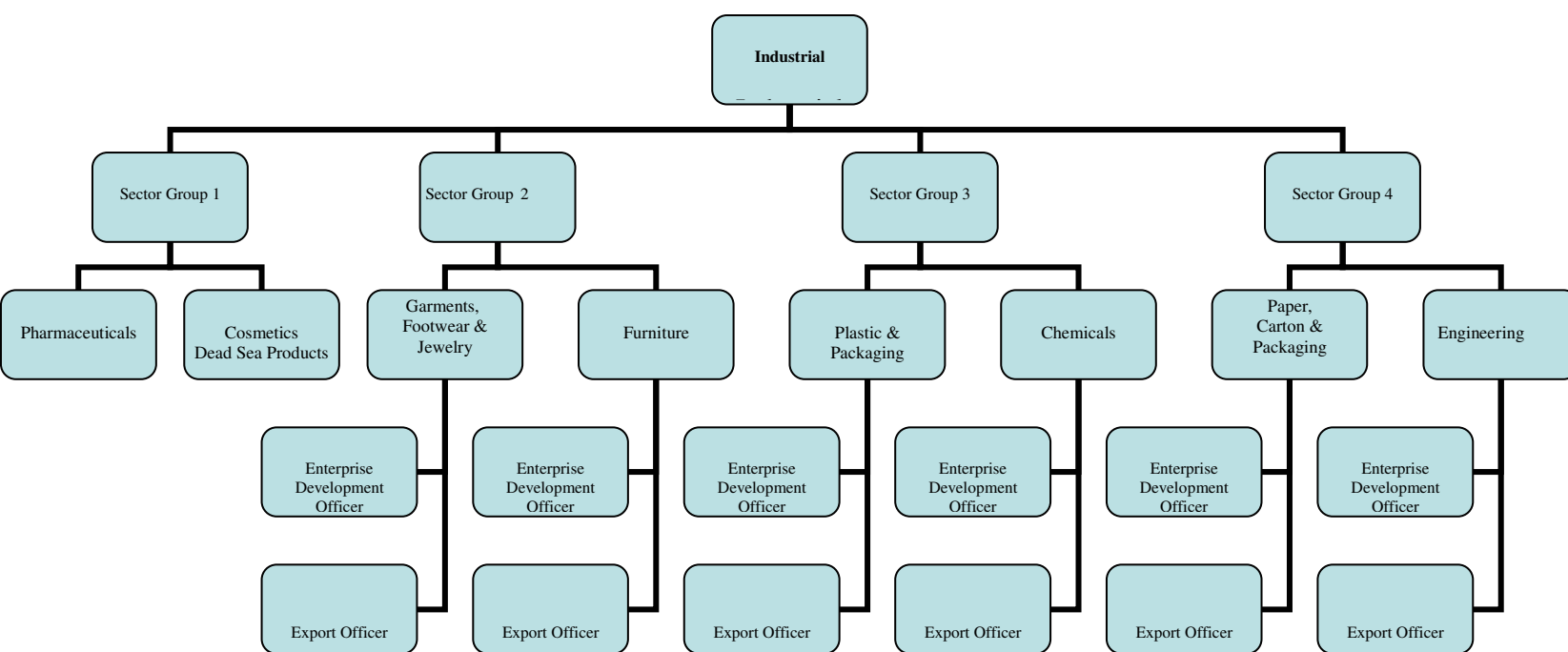




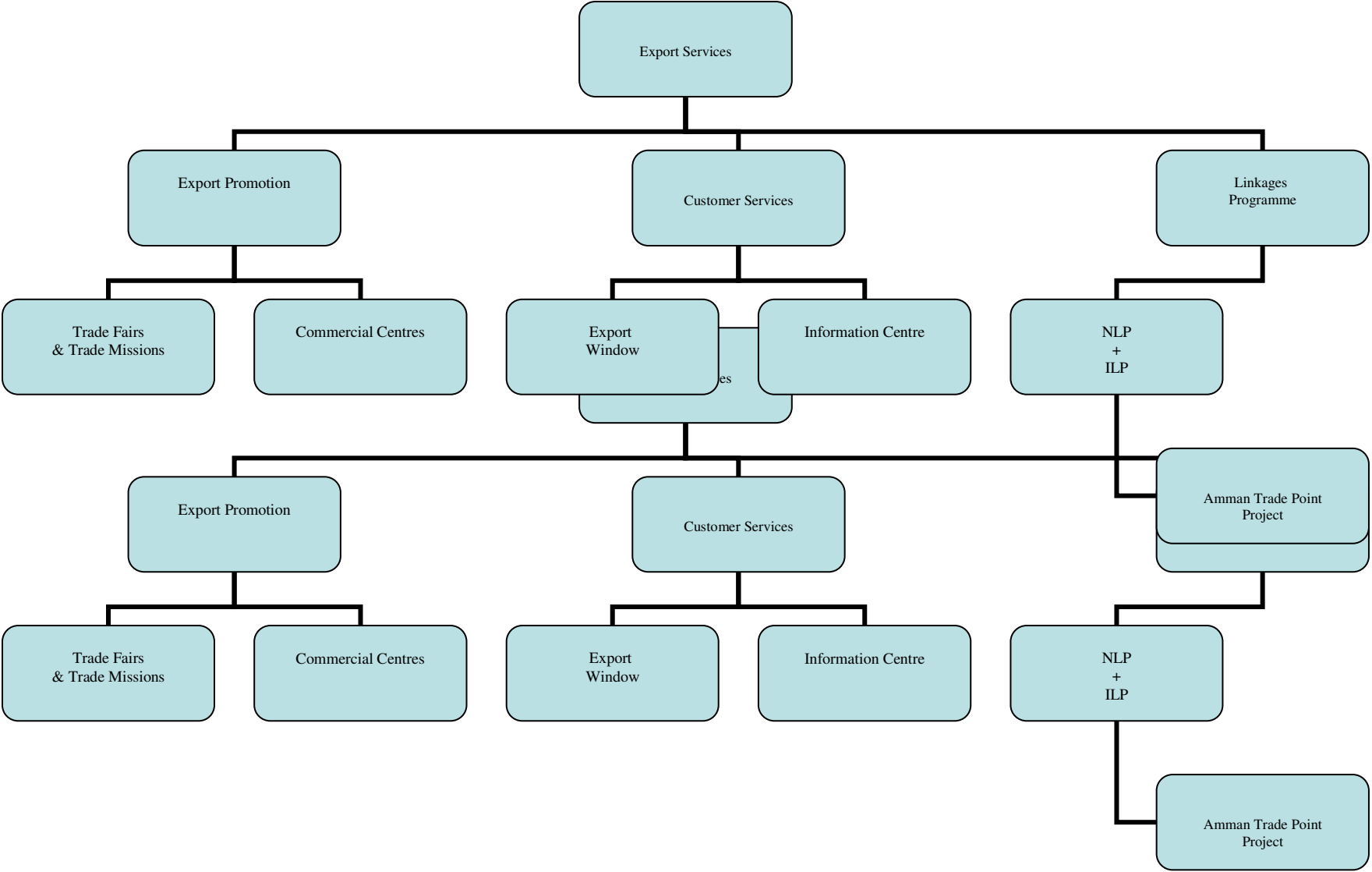


ANNEX 6
ORGANISATION CHART FOR JE
 – proposed (early 2007) by JE Management





P.S Please note that, the grouping of sectors as shown in the diagram is not final.
We are working on the final grouping and will let you know when we are done.



ANNEX 7

Malaysia Trade Organization Information Services

MATRADE Business Library provides current international business information specializing in trade and the economy. It has a wide range of resources such as business directories, country profiles, tariff schedules, market reports, periodicals, statistics and others. Users can easily access the information through its computerized system.

MATRADE Business Library
14th Floor, Wisma Sime Darby
Jalan Raja Laut
50350 Kuala Lumpur
Tel : 603-2616 3559
Fax : 603-2694 7259

Library Membership

- Companies registered with the Malaysia Exporters Database have free access to the Library.
- Users who are not registered with the Malaysia Exporters Database will be charged a fee of RM20.00 per day.
- We welcome users to apply for Library Membership. The annual fee for Library membership is RM100.00.

Countries/Regions

Divided into 5 main regions - Africa, Americas, Asia, Europe and Oceania - the library stocks relevant information regarding countries from each of these regions - their economic, cultural background, geographical, historical and trade/business practices.

Products

Profiles on a number of products are available such as furniture, food, beverages, apparel, textiles, plastics, footwear, jewellery, spices and others.

Statistics

External trade statistics of countries and products are available in the various format such as printed materials, CD-ROMs and online databases (Malaysia External Trade Statistics and MTR-EIS).

Directories

The Business Library has for reference, directories that include importers, exporters, manufacturers, wholesalers, distributors, trade association, yellow pages, telephone directories and others from selected countries.

Tariffs

This section provides vital information on tariff imposed by the individual countries or trade groupings.

Periodicals

Titles comprising of trade and economic magazines, business intelligence reports and product catalogues sourced from around the world.

Design

A wide range of books and magazines covering various topics on design are available for reference. Our design collection includes titles on industrial design, interior design, furniture, jewellery, graphics, ceramics, shoes, packaging, bags, designers and others.

CD-ROMS

The Business Library continuously updates its CD-ROM collection of business directories, country profiles, products, statistics, tariff and other trade or business related information.

Online Database

The following online databases are accessible at the Business Library:

Malaysia Trade Statistics Retrieval (MTR-EIS)
Malaysia Exporters Database
Foreign Importers Directory
World Trade Fairs Calendar
Malaysia Trade & Investment Mission

Subscribed Online Databases

nexis.com*
ecustomsnet.com*
Global Market Information Database (GMID)*
The Public Ledger*
ITC TradeMap*
PalmOilis
UN Development Business*
World Trade Atlas*

*A reasonable charge is imposed on these services

Current Aw@reness

Keeping users updated on new materials available in the Business Library

Hands-on-Sessions

Conducted free of charge, users will be assisted on how to source information from online databases available in the Business Library

Online Databases

▶ **Malaysia Trade Retrieval (MTR-EIS)**

- A 5-year time series trade figures.
- Retrievable by country, regions and economic groupings.
- Allows search at 1, 2, 3, 4, 5, 6, and 9 digit levels of SITC codes and 4, 6 and 9 digit levels of HS code.

▶ **Malaysian Exporters**

- Profile of some 5,000 Malaysian exporters comprising manufacturers, traders, service providers and trade associations registered with MATRADE.
- By including your company in the exporters database, MATRADE will be made available to overseas buyers information of your products and services at no cost to you.
- You will receive free weekly e-mails (or print copies) of Trade Leads and our monthly newsletter Trade Mart and fortnightly online news via e-mail.
- Have free access to MATRADE Business Library.

▶ **Foreign Importers**

- Profile of over 17,000 foreign buyers in more than 70 countries.
- Malaysian exporters can identify potential buyers for their products or services.

▶

World Trade Fairs Calendar

- A compilation of over 800 local and international fairs and exhibitions.
- Tend segments, rather than the full text, giving customers more relevant results.
- **Instant and Seamless Activation** to get you started right away; and Personal News, Shared News and Real-Time News: Provide tailored research conveniences.

MATRADE registered members can now obtain current information and gain insights from the easy to use nexis.com to enhance their competitive edge.

▶ ecustomsnet.com

It provides frequently updates Malaysian customs-related information including tariffs, CEPT rates and import/export trade figures.

PalmOilis

PalmOilis (Palm Oil Information Online Service) is an online database service developed and hosted by the Palm Oil Research Institute of Malaysia (PORIM). PalmOilis hosts a wide range of databases such as :

- **Palm Search** which has technical information with abstracts on oil palm/palm oil and other oils and fats. Full text content service is being offered.
- **Palm Client** - a directory-type information on business enterprises in the palm related industry, providing the corporate profiles of exporters, millers, refiners, estates and plantations, oleochemicals, specialty fats, surveyors, crushers, oils & fats related agencies, equipment suppliers, food manufacturers, smallholders, etc.
- **Palm Consult** - a directory-type information on exports for consultation in the industry.
- **Palm Cook** - palm oil-based recipies.
- **PORIMTECH** - PORIM Technology Transfer No. 1-48.

- **Palm Stats** - palm oil/oil palm statistics 1993 - latest.
- **Palm Product** - PORIM approved palm-based products.
- **PORIM TEST** - electronic version of PORIM Tests Methods.
- **BIOLINE** - FAQs on palm oil.
- **TASCLIENT** - FAQs on palm oil.

» Global Market Information Database (GMID)

GMID is the Euromonitor Information Database service, which gives you frequently updated instant online and in-depth market reports and statistics.

It integrates research across the following categories of information :

- **Market Reports** - Euromonitor's in-depth market analysis reports, major market profiles and journal articles covering consumer, industrial and service sectors. Also accessible are reports focusing on consumer lifestyles and the retailing industry.
- **Statistics** - Consolidates information on consumer lifestyles, retailing, countries, consumer market sizes and forecasts.

» The Public Ledger

The Public Ledger provides news and topical features on world commodity markets, regulatory issues, latest trading prices and exclusive interviews with key players.

» **ITC TradeMap**

ITC TradeMap helps identify potential export products and new markets. It also enable businesses to understand characteristics market trends, quality-price expectations and competitive pressures of potential export markets.

▶ **UN Development Business (UNDB)**

UN Development Business (UNDB) is published online by the United Nations Department of Public Information. It provides the information that companies and consulting firms need to successfully bid on international development bank contracts. It offers easy-to-use search capabilities (searchable by region, country, sector, bank, and other parameters) that enable users to quickly identify sales and consulting leads.

▶ **World Trade Atlas**

The World Trade Atlas provides detailed Harmonized System exports and imports data at the HS 8 and HS 10 digit level respectively. It also has data on value, quantity and average price. It gives up to 5 years of the most recent data on import and export commodities.

You can find out existing market shares of a product, identify new markets, compare trade with that of another based on products or on country, check balance of trade data with individual countries and in individual products.

World Trade Atlas also offers drill down / drill up capabilities from low level to high level detail. It has powerful graphing capabilities. Other functions are the sort and top/bottom reporting functions; keyword searchable fields and easy export of data for use in other applications.

Its strong feature is the currency conversion.

ANNEX 8: World Class Standard

Key sections that management needs to consider if it is serious about achieving world-class performance

Structured Management

Are the organisation's mission and goals defined?
Have the goals been incorporated into everybody's individual objectives?
Are business improvement plans in place?
Are regular management reviews and control meetings held in all key areas?
Is there an understanding of activity-based costs in all areas?

World-class principles and beliefs

Does everybody in the organisation live and work by its principles and beliefs?
Has a total quality management ethic been established throughout the organisation?
Is every employee involved in the improvement plan?
Has waste been eliminated in all areas?
Are the key measures continually improving?

Customer partnerships (internal and external)

Are specifications and requirements for services driven by customer needs?
Are service and quality levels met 100%?
Do you monitor customer satisfaction on a regular basis?
Is competitive analysis and benchmarking in place?
Is your market share increasing in the key areas?

Business process management

Have the key business processes been defined and understood by executive management?
Have process owners been appointed?
Are process improvement plans in place for all key processes?
Have all wasteful (non-value added) activities been eliminated?
Do process measures show continuous improvement?

Competitive products and services

Have target costs for new services been achieved?
Are services 100% reliable?
Are your services the "best of the breed / best in the class"?

Does service development involve all functions including suppliers and customers?

Supplier partnerships

Have you achieved a minimal number of suppliers?

Are they high-quality, local, certified suppliers?

Is there a supplier development program in place?

Has the true cost of outside purchases (including purchase of services) been determined and is it reducing?

Employee involvement

Does the company enjoy a single-status environment?

Are cross-functional improvement teams in place?

Is there regular two-way communication throughout the company?

Are employees multi-skilled with personal development plans in place?

Does remuneration take account of skill and merit, or is it purely output / volume related?

Discussion Points With Jordan Enterprise

Area		JE	SABEQ	Timeline (Deadlines)											
				Jan 07		Feb. 07				March 07				April 07	
				W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2
Organizational Structure															
	Discussion on Technical & Practical levels		Advice												
	Presentation of OS to Board	Mgmt. & Board Decisions													
	Appointment of Top Mgmt positions (Ass. CEO's)	CEO. & Board Decisions													
	Assessing present staff capacities vis-à-vis job descriptions and profiles	CEO, Ass. CEO's	HR Consultant Support												
	Appointment of Staff to OS positions	CEO, Ass. CEO's & Board (!)													
Strategic Planning															
	Step 1: Develop proposal for Vision, Mission & Values	CEO, Ass. CEO's	SABEQ Team												
	Launching the process & re-introducing SABEQ to Staff	CEO with JE Staff													
	Introduction to Strategic Thinking	Facilitate staff participation, Venue, ???	Facilitator ???												
	Tentative nomination of Taskforce (Agents of Change) (parameters for selection)	Ass. CEO's	Facilitator & HR Consultant												
	Official Appointment of Taskforce members to actively take the planning process & 1 st assignment: Review of available documents	CEO													
	Ensure endorsement of Vision, Mission and Values	CEO with Board													
	Step 2: Analysis of Current Situation (Where we are?) in relation to desired future	CEO, Ass. CEO's, departments and sections heads & Taskforce members / venue ??	Facilitator SABEQ Team ???												
	Step 3: identification of Main Strategies & Institutional Objectives (How to?)														

Discussion Points With Jordan Enterprise

Area	JE	SABEQ	Timeline (Deadlines)											
			Jan 07		Feb. 07				March 07				April 07	
			W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2
Strategic Planning (Cont.)														
Discussion and refinement of strategies & objectives with external stakeholders														
Endorsement of Strategies and institutional objectives	CEO with Board	SABEQ Team												
Step 4: Develop operational plans at departments level	Ass. CEO's, departments and sections heads & Taskforce members / venue ??	Facilitator SABEQ Team ???												
Revision and endorsement of operational plans (and tentative budgeting)	CEO, Ass. CEO's, Respective Departments heads & CFO													

Suggestions for Organizational Structure:

- ☐ Setting up (if not already there) a Planning, Monitoring & Evaluation Department
 - Staff to be selected on the basis of demonstrated qualities in the trainings and should receive appropriate training (MOPIC Experience)
 - Should be at an appropriate hierarchal level to ensure commitment of other departments
 - Should develop as the JE internal process consultants and facilitators

Introduction to Strategic Thinking Training Sessions Program

From	To	Task/Activity	Remarks
9:00	9:15	Opening	JE & SABEQ
9:15	9:30	Introduction of Workshop Objectives, Program & Methodology	Facilitator
9:30	9:45	Participants Hopes & Fears with Regard to the Institutional developments	Facilitated Session Plenary
9:45	10:00	Strategic Planning: Introduction of the Basic Four Questions	Facilitator
10:00	10:30	Developing Personal Plans Question 1: Where do you see yourself in 5 years? (Vision, Mission, Values, Stakeholders)	Facilitated Session Plenary
10:30	11:00	Morning Break	
11:00	12:00	Developing Personal Plans Question 2: Where are you now? (Understanding your present situation, SWOT analysis,)	Facilitated Session Plenary
12:00	13:00	Energizer & Eye Opener Group Game: Diversity	Facilitated Session Plenary
13:00	14:00	Lunch Break	
14:00	15:30	Developing Personal Plans Question 3: How to get there? (Strategies, Objectives, KPI's Policies, Tactics & Resources to bridge the gap between the present and the future)	Facilitated Session Plenary
15:30	15:45	Afternoon Break	
15:45	16:15	Developing Personal Plans Question 4: How to monitor your progress? How to address deviations? (Monitoring & Evaluation)	Facilitated Session Plenary
16:15	16:45	How can we Improve JE's Team Efficiency & Effectiveness?	Facilitated Session Plenary
16:45	17:00	Evaluation of the Day	Participants

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